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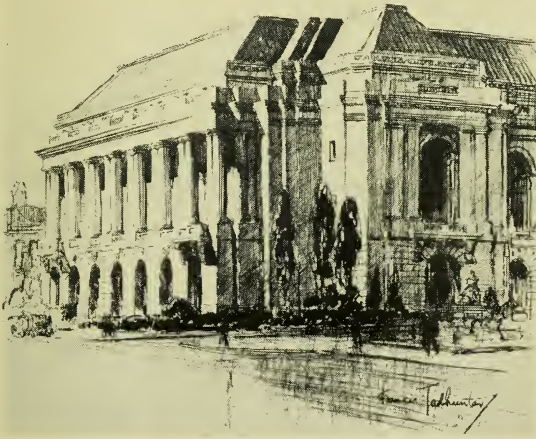




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BOARD OF TRUSTEES  
OF THE  
WAR MEMORIAL  
OF SAN FRANCISCO



PRESIDENT'S  
ANNUAL REPORT



# ANNUAL REPORT

OF THE

PRESIDENT OF THE BOARD OF TRUSTEES

OF THE

# WAR MEMORIAL

OF

SAN FRANCISCO



*December 21, 1939*

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# CITY AND COUNTY OF SAN FRANCISCO

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ANGELO J. ROSSI  
Mayor

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BOARD OF TRUSTEES  
OF THE  
WAR MEMORIAL OF SAN FRANCISCO

RALPH J. A. STERN, President  
HORACE B. CLIFTON, Vice President  
JUDGE THOMAS M. FOLEY  
FREDERICK J. KOSTER  
HARRY A. MILTON  
RAMSAY MORAN  
ALLISON E. SCHOFIELD  
JOHN J. SULLIVAN  
J. H. THRELKELD  
COLONEL WILLIAM H. TOBIN  
DR. ALANSON WEEKS

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WAR MEMORIAL STAFF  
SELBY OPPENHEIMER, Managing Director  
W. C. DOUGLAS, Secretary to the Board





TO HIS HONOR, THE MAYOR OF SAN FRANCISCO,  
AND TO THIS BOARD:

Today is the final meeting of the Board of Trustees of the War Memorial of San Francisco and for the year 1939, and, according to custom, I submit my concluding report as President of the Board.

I am deeply indebted to the members of the Board, to our Managing Director, and to our Secretary, for the splendid support given me during the year. The proper administration of these great Temples of Service requires understanding as to their purpose, intelligent interest in its fulfillment, and constant thought and effort for accomplishment. Dedicated as they are to the Citizens of San Francisco who gave their lives in the service of our Country, their purpose is service to the living—and as such are unique among the War Memorials of this Country, providing a home and meeting place for War Veteran organizations, as well as artistic, cultural and spiritual opportunities for all the people of San Francisco.

I have had a happy and pleasant year as your President. It has truly been a labor of love, and I am grateful for the privilege you afforded me and for the fine spirit and harmony that prevailed.

My report follows:

#### IN MEMORIAM

The death of Vice President Clifton, in October, 1939, left a void that will be difficult to fill, and the following resolution was spread on the minutes of the Board:

WHEREAS: On October 25, 1939, Almighty God, in His Infinite Wisdom, called to everlasting rest our beloved friend and Vice President, HORACE BRADFORD CLIFTON; and

WHEREAS: In his passing the community has lost an honest and upright business man, a conscientious public servant, a zealous patriot and loyal citizen, a patron of the Arts, a humane and kindly man highly esteemed by all who knew him,

NOW, THEREFORE, BE IT RESOLVED: That we, the members of the Board of Trustees of the War Memorial of San

Francisco, with whom he served so well, feeling a keen sense of personal loss in his death, express our deep grief, and extend to the bereaved widow and family our heartfelt sympathy;

FURTHER RESOLVED: That when this meeting adjourns, it adjourns out of respect to the memory of HORACE BRADFORD CLIFTON; and

FURTHER RESOLVED: That a copy of this resolution be spread upon the minutes of this meeting and a copy forwarded to his wife, Olga Caroline Clifton.

## COMMITTEE ASSIGNMENTS FOR THE YEAR 1939

BUDGET AND FINANCE: (Including Panama Pacific International Exposition Fellowship)	Chairman	Trustee Moran
	Vice-Chairman	Trustee Schofield
	Members	Trustee Milton
		Trustee Threlkeld
		Trustee Weeks
ART ASSOCIATION:	Chairman	Trustee Koster
	Members	Trustee Threlkeld
		Trustee Weeks
OPERA AND SYMPHONY:	Chairman	Vice-President Clifton
	Members	Trustee Koster
		Trustee Schofield
		Trustee Threlkeld
PUBLIC RELATIONS:	Chairman	Trustee Foley
	Member	Trustee Milton
P. P. I. E. MURALS:	Chairman	Trustee Col. Tobin
	Member	Vice President Clifton
VETERANS	Chairman	Trustee Schofield
	Members	Trustee Foley
		Trustee Moran
		Trustee Sullivan
		Trustee Col. Tobin
W. P. A. MURAL PROJECT:	Chairman	Trustee Threlkeld
ALLOCATION OF EARNED INCOME:	Chairman	Trustee Sullivan
TRAFFIC:	Chairman	Trustee Schofield

Because of illness, the services of Trustee Harry Milton and Trustee John Threlkeld were not available to the Board except during the early part of the year.

Likewise, the services of Trustee John J. Sullivan were lost to the Board because of a provision in the Charter of the City and County of San Francisco which vacated his office at the time he filed as a candidate for Supervisor.

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A great portion of the Board's work is accomplished through committees and, because of their nature, the following committees bore the brunt of a large portion of the Board's activities:

BUDGET AND FINANCE Trustee Ramsay Moran, Chairman

VETERANS Trustee Allison Schofield, Chairman

OPERA AND SYMPHONY Vice-President Horace Clifton, Chairman

These Trustees, through their conscientious attention and effort, close application and understanding of their responsibilities, contributed outstanding effort to the success of this Board's operations during the past year. They were constantly called on to solve problems that required their steady and active interest. They gave unstintingly of their time and have my deep admiration for their unselfish labors. My personal appreciation and thanks is extended to them.

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The Board of Trustees has been operating as a unit with the happy disappearance of so-called "Board classifications." No longer are the members of the Board recognized as "Opera Members" or "Symphony Members" or "Veteran Members" etc. They are now working as a body with full responsibilities to all the statutory tenants of the buildings.

This condition is indeed gratifying, as it tends to a harmonious and efficient operation of the War Memorial as a whole.

## RELATIONS WITH TENANTS

Harmony between the tenants and the Board during the past year has been all that could be desired. My personal appreciation is extended to Dr. Grace L. McCann Morley, Director of the San



A CORNER OF THE GRAND FOYER, WAR MEMORIAL OPERA HOUSE

San Francisco Museum of Art; to Dr. John J. O'Brien and Claude A. Marckley, Chairmen of the American Legion War Memorial Commission; to Robert W. Miller, President of the San Francisco Opera Association; to Mrs. Stanley Powell, President of the San Francisco Opera Guild; and to Mrs. Leonora Wood Armsby, President of the Musical Association of San Francisco,—for their cooperation and appreciation of the problems involved in the operation of the War Memorial.

Also in this regard, I would call your attention to the friendly, impartial service rendered to me personally, and to the Board as a whole, by the Secretary of the American Legion War Memorial Commission, Mr. Joseph C. Claridge. His suggestions and comments proved of inestimable value throughout the year.

## LABOR RELATIONS

The relation between the Trustees and the employees of the War Memorial has been, on the whole, satisfactory—particularly with the heads of departments. Some difficulty had been encountered with the janitorial staff through Union demands concerning overtime. The very nature of the operation of the War Memorial requires constant janitorial service on practically a twenty-four hour schedule so that the normal hours of work are impossible to maintain and it was necessary, because of the expense involved, to curtail our compensation for certain overtime work which caused some disruption and conference with Union officials.

The Board maintained its position, and believes that the new scheme of operation is proving to be satisfactory to a great majority of the janitorial staff and we look forward to a continuance of our present harmonious relations.

During the peak convention periods of this year, and also during the Grand Opera Season, our employees showed a particularly fine appreciation of their obligation to the public. Their work was conscientiously and well done, and your President had the happy opportunity of complimenting most of our staff for their excellent work.

## ACHIEVEMENTS

Follows a progress report of some of the outstanding achievements accomplished during the year 1939.

### WAR MEMORIAL RESERVE FUND

This fund was created by Ordinance 125, Series of 1939 of the Board of Supervisors allocating 15% of the gross revenue of the Department as a Reserve Fund, to be used for improvements, betterments and replacements within the Department. Up until the passage of this Ordinance and since the exhaustion of the trust fund account, the Board has been entirely dependent on appropriations in the annual budget for improvements and betterments. This was a very unsatisfactory situation because under the budget system the Board could never be sure that the items requested would be allowed and much needed work, for this reason, had to be postponed from year to year.

Through the concentrated efforts of the members of the Board, this Ordinance, which received the approval of Mayor Angelo Rossi, the Chief Administrative Officer, and the Board of Supervisors, became a part of the statutes of the City and County of San Francisco, assuring, for the future, that the War Memorial will have a reserve fund on which to draw for its improvements and betterments as required.

While this sum, under present earnings, will not be completely adequate for the purpose, it is a start in the right direction and gives a permanency to planning that would not be possible otherwise.

### MRS. FLOOD'S GIFT

The War Memorial, and particularly the Opera House with its glorious foyers and corridors, could display and should be the home of fine works of art, and we were very happy to announce that Mrs. James L. Flood gave to the citizens of the City and County of San Francisco, for use in the Opera House, a magnificent collection of art objects, tapestries, mirrors, furniture, and

statuary at an appraised value of over a quarter of a million dollars. These were placed in the Opera House and have added greatly to the color and warmth of the interior of the building.

It is my sincere hope that other citizens of San Francisco will emulate Mrs. Flood's actions and donate, in the future, objects of art for the glorification of the buildings.

## HARD OF HEARING AIDS

The electrical circuits in the Opera House for connection with head sets for the hard of hearing were placed in operation this year and have found ready acceptance—so much so that additional facilities are now being developed. Outlets are located in the Orchestra section, Grand Tier section, Dress Circle section, Balcony Circle section, and Boxes, with a total of 378. Further, with the facilities provided through cord sets there is hardly a location within the auditorium of the Opera House that cannot be connected with one of the outlets.

Programs carry announcements as to the procedure required to procure one of these sets, and it has been simplified so that the user can apply for a set at the time of purchasing the seat, and the set is installed by the usher on arrival for the performance.

Through this, the Board has presented the opportunity of hearing performances to those who otherwise could not receive this enjoyment.

## OPERA GUILD ROOM AND LIBRARY

The Board granted to the San Francisco Opera Guild the use of one of the rooms in the north corridor of the Opera House for a musical reference library and headquarters.

We hope in this way to bring the Opera Guild into closer relations with the Board of Trustees so that they may feel that the Opera House is their home—with the fond hope on our part that they will follow in the footsteps of the Metropolitan Opera Guild who have added so much personal interest and beauty to the Metropolitan Opera House through their donations of paintings and statuary pertaining to the Arts.



## FLOOD LIGHTING

In cooperation with Mr. Arthur Brown, Jr., the official and honorary architect of the War Memorial, a project is being developed for the flood lighting of the War Memorial, including in this scheme the lighting of the Veterans Building, Memorial Court, and the Opera House, in conformity with the City Hall to the east on Van Ness Avenue, with the purpose of bringing in the broad Avenue as a central focal point in the form of a plaza, uniting the group as a whole by the use of a unified fluorescent lighting system.

This project will ultimately demand a considerable expenditure but is so developed that it could be created a small part at a time, and on the last meeting of the Board in November, an authorized appropriation of \$2500 was earmarked from the War Memorial Reserve Fund for this purpose and plans are under way for an immediate start on this project, which will add so much beauty to the Memorial.

It is my suggestion, respectfully submitted to the incoming President, that a continuing committee be appointed to carry on this project to its ultimate conclusion.

## FEDERAL ART PROJECT (W.P.A.)

Very little has been accomplished on this project but it is hoped that this committee will continue and we will be able to take advantage in the future of any opportunity for the carrying out of the interior beautification of the Veterans Building, and the ultimate possibility of the construction of a fountain or appropriate statuary in the Memorial Court.

## PARKING

Through the special committee headed by Trustee Schofield and with the cooperation of our Secretary and the Secretary of the American Legion War Memorial Commission, a new development was instigated in the handling of traffic during the peak usage of the Buildings. This was first put into effect during the recent Grand Opera Season and was very successful. Traffic was handled with greater smoothness and facility than ever before.



## OTHER DEPARTMENTAL ACTIVITIES

### PUBLICITY

The War Memorial group is increasingly receiving favorable publicity throughout the United States and Europe, through the operation of the San Francisco Museum of Art, the San Francisco Symphony, and the Opera House. Articles of comment were noted in some of the leading magazines, the New York Times, Chicago Tribune, and in musical papers published throughout the world.

The music critic of the New York Times visited San Francisco during the first week of the Grand Opera Season just closed. His impressions of the San Francisco War Memorial Opera House and of the opening night appeared in the New York Times, and the following is quoted therefrom:

"The San Francisco War Memorial Opera House is a sign of the times which may well presage a better day for the lyric theatre in America. Not that any building, however modern, commodious or attractive in appearance can make a great performance or a great opera, either. These evolutions depend upon processes which cannot be induced by the manipulation of steel, stone and mortar. But much that is constructive in the musicodramatic art can be stimulated by the creation of Opera houses which represent unmistakably what they stand for in the community, and furnish the best facilities for artistic achievement.

The Opera House of San Francisco is that kind of an edifice. Its place in the design of the city, its impressive but not academic or frigid architecture; the plan of its interior and the technical resources of its stage are well conducive to the conditions in which music drama can flourish.

It is more remindful of Europe than America to behold an opera house with its own grounds and squares, streets, cources, in, so to speak, its own right, which does not convey the impression of something stuck in the middle of a business block for purposes of convenience and profit. Here is the sense of spaciousness—even of cultivated leisure, and a place intended as a home of art and beauty."

### VISITORS TO THE OPERA HOUSE

For the accommodation of visitors, a guide is on duty at the Opera House. The following are extracts from his report for the period from January 1st, 1939, to December 6th, 1939:



WAR MEMORIAL OF SAN FRANCISCO. OPERA HOUSE, VETERANS BUILDING

"During this time, 6,534 visitors were taken through the Opera House by the guide, which was a marked increase over previous years. During the period covered by the report, guests from British Columbia, Hawaii, and every state in the Union except Vermont have signed the Opera House register. Our own California led the list with the greatest number of registrations and the State of Washington was a close second.

Foreign countries listed on the register include Canada, New Zealand, France, Peru, Australia, England, Philippine Islands, Germany, Sweden, Italy, Denmark, Switzerland, Egypt, Scotland, Uruguay, South Africa, Persia, British India, Mexico, Guatemala, Salvador, Nicaragua, Costa Rica, China, Brazil, Japan, Austria, Czecho Slovakia, and Belgium.

Many special groups were included such as schools, Parent-Teacher Associations, Scouts, Art Associations, civic and convention groups, and organized tourist parties here for the Exposition."

Visitors included many distinguished guests from throughout the world, and I would like to give you the closing remarks of the guide in his annual report:

"all in all it has been a good year. The fame of the Opera House, its beauty and equipment, is gradually going to the four corners of the globe, and the news is being carried there by those who paid us a visit."

We have received during the year, many letters of commendation particularly from the users of the War Memorial for convention purposes and our staff and Managing Director, the Secretary, and those in subordinate positions are continually being mentioned for their fine attention to the needs and desires of the tenants.

## TRUSTEES' ROOM

This room is becoming one of the show places of the Opera House, containing as it does walls covered with pictures of prominent artists who appeared in the Opera House, and the official guest book in which all the artists who have appeared in the Opera House (since the establishment of this book) have signed.

This beautiful guest book of parchment, made possible by the Carmel Fallon Fund, is becoming more valuable with each passing year, and it is now one of the traditions of the artistic world to be registered in the guest book of the San Francisco War Memorial Opera House.

The use of the Trustees' Room is growing—I believe to the satisfaction of the Trustees—providing as it does the opportunity of extending courtesies to distinguished guests and friends at the Opera House.

## ALLOCATION OF EARNED INCOME

Projects for the future, approved by the Board for development as funds become available, are listed under the following titles:

New Elevator for Opera House stage.

Additional lighting for Veterans Building meeting halls.

Sidewalk repairs in front of the Veterans Building.

Additional seats Opera House.

Anti-slipping treatment Opera House stairs.

Installation of vents and louvres for Veterans Club.

Augmented ventilating system Dress Circle and Balcony, Opera House.

Downward spots for Veterans Auditorium.

Scenery sets for miscellaneous concerts in Opera House.

W. P. A. Mural Projects (material costs).

Awnings for Veterans Building entrance on Van Ness Avenue.

## SUBSCRIPTIONS TO THE WAR MEMORIAL TRUST FUND

The Subscription Collection Department, headed by Eldon B. Spofford as attorney for the Board, closed its file as it felt that further collections on the subscription account were improbable.

## PANAMA PACIFIC INTERNATIONAL EXPOSITION TRUSTEESHIP FELLOWSHIP

By the funds left in trust by the Panama Pacific International Exposition Trusteeship in dissolution, a scholarship was made effective for the Spring semester of 1938 at the University of California. This scholarship was changed to a Fellowship in Pacific Coast History, with an approximate income of \$600.00 per year. The stipend for this year was \$720.00, and the current holder is John Denton Carter. The holder for the 1938-39 college year was James F. King.

The earlier appointed Fellows spent most of their time cataloging material which was deposited with the University of California. Mr. King recently filed a report on this material with this Board through the graduate school of the University. I believe that from now on the Fellowship will prove of great value for the purpose intended.

The cash value of the Fund is approximately \$15,000.00, and is invested in long term securities certified for investment by the State Banking Commission.

## FILMS

A complete collection of motion picture films of the activities during the operation of the Panama Pacific International Exposition are on deposit. These were offered to the Golden Gate International Exposition for recutting and retitling but so far have not been in use.

As the years go on these films should prove of historic interest.

## MURALS

We received forty murals from the Panama Pacific International Exposition and have placed the following to date:

Eight Brangwyns are in the Veterans Auditorium and constitute the main decorative motif therein.

Two duMonds are in the San Francisco Public Library.

Eight Robert Rieds are in the Palace of Fine Arts Rotunda and were recently rehabilitated under a W.P.A. Federal Arts project.

"The Lure of the Atlantic" is at the Press Club, San Francisco.

Three—"Spring", "Seedtime" and "Harvest" are at the Lux School, San Francisco.

Four—"Summer", "Festivity", "Fruition" and "Autumn" are at the Veterans Home at Yountville.

Most of the remaining murals are in poor condition but a few are usable and we hope to place them shortly.



THE BRANGWYN MURALS  
AUDITORIUM, VETERANS BUILDING



HISTORY SETS

Effort was made to place these sets in public libraries and schools throughout the United States, and also in foreign research libraries on request. To date some three hundred sets have been distributed with an equal number remaining on hand.

CARMEL FALLON FUND

In the distribution of the estate of Annie Malone, as approved by the courts in 1933, a share was set aside to the "Trustees of the San Francisco War Memorial", for construction, improvement or maintenance of the Opera House. This bequest was to be known as the "Carmel Fallon Fund", in memory of the mother of Annie Malone. Small sums have been realized from time to time, which have been used for the purposes intended, including the guest book installed in the Trustees' room, and a fine plaque, commemorating the first performance ever held in the Opera House, that of "La Tosca" on October 15, 1932.

A small remaining balance of approximately one hundred dollars is in this fund, and as the estate is still in the process of distribution, further funds may be expected from time to time, which receipts should be used for the purpose of permanent adornment of the Opera House.

WAR MEMORIAL GROUP

EMPLOYMENT

The War Memorial Department, and the various tenants of the two buildings, provide employment for a considerable number of San Francisco citizens.

There are regularly 120 and temporarily 285 employees, segregated as follows:

Department employees.....	41
Regular Staff of Opera and Symphony.....	15
Art Museum .....	22
A. L. War Memorial Commission and allied groups .....	40
Genealogical Library .....	2

Total Regular Employees ..... 120

Temporary Employees divided among	
Orchestra	
Chorus	
Ballet	
House Service	
Other Temporary Employees . . . . .	285

Some of this temporary employment lasts for a few months and some during a greater portion of the year.

## USE OF FACILITIES

### VETERANS BUILDING

The Veterans Building, that portion of the War Memorial tenanted under the operation of the American Legion War Memorial Commission, contains three floors, a large section of the basement, and also the Veterans Auditorium.

There are 178 individual units of various War Veteran organizations and their auxiliaries now meeting regularly in this Building. The majority of the organizations who meet in the Veterans Building use the meeting halls on the average of twice each month, and the records of the various halls of the Building indicate that for the year 1939 there were 4,969 individual uses of meeting halls, and Board Rooms which total twenty-two in number. Many of these rooms are used twice on the same day—an average for each meeting hall and room of 29 times per month.

The record of use of the Veterans Building during the past year and the permanent registration list indicate clearly that the Building is now operating very closely to capacity for five days and nights of each week, the slack night being Saturday on which night very few organizations hold meetings.

It is, of course, impossible to report a definite record of attendance at the meetings held in the Veterans Building but from the normal membership of the various units and the normal attendance at the meetings a safe average attendance per meeting is estimated at fifty persons, which would make the total attendance for the year of 248,450.



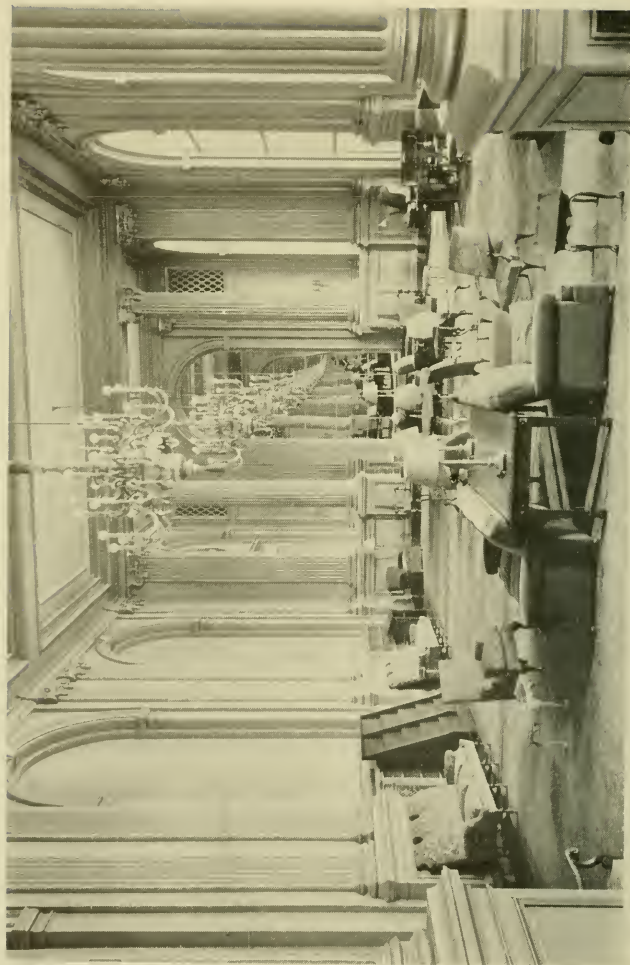
In addition to the use of meeting halls and band practice rooms which are covered by the above, there is the use of the Veterans Auditorium, with a seating capacity of 1106. Many types of affairs are held therein—concerts, lectures, shows of various kinds, receptions, large meetings of veteran organizations, and dances. The Auditorium was used 130 times during the year. The attendance at these various affairs fluctuates considerably but a fair average would be 500 persons per affair, making a total of 65,000.

Further, there is a constant day and night use of the Club, Women's Lounge and Green Room in the Veterans Building—the facilities of which are confined to those veterans who belong to a regularly constituted and recognized war veteran organization and members of their families. The Club operates from 12:00 noon to 2:00 A.M., six days per week, throughout the year. It is open occasionally on Sunday for day use only.

Also, there are on the first floor of the Veterans Building the offices and headquarters of the various veteran organizations whose headquarters are open each business day, and with considerable traffic resulting. However, it is impossible to estimate with any degree of accuracy the number of persons who are daily in the Building for transaction of business in their headquarters.

Four conventions were held in the Veterans Auditorium during the year—the two principal ones being the National Education Association and the American Bar Association, which not alone used the Auditorium but also the meeting halls during the day periods. These conventions were handled with very little additional expense to the Board of Trustees because of the fine cooperation of the American Legion War Memorial Commission and the San Francisco Department of Public Schools who supplied much needed temporary equipment.

The total number of people using this Building during 1939 was 313,450, which is exclusive of the office and casual traffic to the Club and Lounge, and exclusive of conventions, and indicates that the facilities are being used to practically their fullest extent and are fulfilling completely their function for which this Building was intended. The conduct of the management of the



LIBRARY AND LOUNGE—THE GREEN ROOM, VETERANS BUILDING

Building, through the American Legion War Memorial Commission, is excellent and justifies the confidence of the citizens of San Francisco and the Board of Trustees in directing this responsibility to the Commission.

## LIBRARY OF THE CALIFORNIA SOCIETY OF THE SONS OF THE AMERICAN REVOLUTION

This Library is situated on the third floor of the Veterans Building, is considered one of the finest genealogical libraries in Western United States, and is used particularly by students of early American history.

There are approximately six thousand volumes in this Library, as well as unusual charts, manuscripts and pamphlets; also many individual family records, town, county and state history, and unusual town vital statistics prior to 1850.

The Library is open daily to the public Monday to Friday, inclusive, and on the first and third Saturday of each month.

A total of 1652 people visited this Library for the purpose of study and research during the past year.

## SAN FRANCISCO MUSEUM OF ART

This Museum, one of the most progressive museums in the United States, occupies the entire fourth floor and a portion of the basement of the Veterans Building. This is the Museum of the San Francisco Art Association, and is under the direction of Dr. Grace L. McCann Morley.

This is one of the finest contributions in the War Memorial Group to the citizens of San Francisco. Situated as it is in downtown metropolitan San Francisco, it is one of the few museums that is available to the public in the evening. The Museum is open every evening until 10:00. Proper viewing is made possible through the improved and modern artificial lighting facilities which are considered the leading standard of their particular class.

The San Francisco Museum of Art is recognized by the profession as among the few leading museums in this country in its active educational work, instructional study, exhibits, in the technique of the presentation of exhibits, and its enlightened policy in regard to collections. It is outstanding in promoting and



GALLERIES, SAN FRANCISCO MUSEUM OF ART, FOURTH FLOOR, VETERANS BUILDING

aiding art growth in the community by exhibiting the works of living artists and by the broad knowledge, scholarly presentation and interpretation of all that is going on in the art world today.

An outstanding achievement is the enrollment of children for free Saturday morning induction in the appreciation of art. No formal instruction is given but materials are furnished free, and the children are encouraged to learn by use the method of the artists, and to become familiar with the Museum as a place for enjoyment.

The Museum has received favorable publicity throughout the United States through radio broadcasting and in all the national art publications. This, in part, is due to the high attainments of the Director, whose ability has been recognized by her inclusion on the Boards of many of the outstanding art groups in the country.

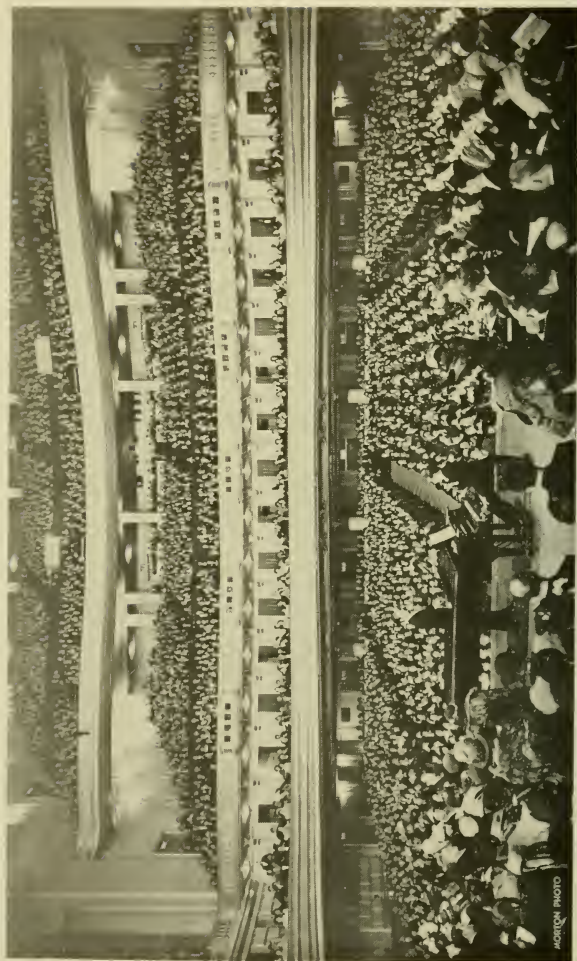
A careful check was kept for statistical purposes on the attendance. There were approximately 125,000 visitors to the Museum during 1939. Over 110 exhibits were given during the year of which approximately one-third were largely or wholly given to the Art of the West. Sixty-three free public lectures have been given, 79 meetings on art and art study held. Three hundred children are regularly enrolled in the free Saturday hours, with a total attendance for the three years of this work of 23,919.

The Art Library, an outstanding collection of books, catalogues, etc., devoted to the Arts, is widely used by research workers and students. Registered use for the year was 2527.

## SAN FRANCISCO WAR MEMORIAL OPERA HOUSE

All the elements necessary for beauty, convenience and mechanical perfection have been assembled to make the War Memorial Opera House the outstanding structure of its kind, and it is the only municipally owned Opera House in the United States. Its erection has been more than justified by the constantly growing use, and our Grand Opera Seasons are rapidly being accepted on a par with the Metropolitan of New York.

During the year 1939, there were 136 performances of various kinds, attended by an estimated 342,000 people. In addition, seven



CAPACITY AUDIENCE GREET'S NINO MARTINI, OPERA HOUSE



conventions held at least a portion of their sessions in the Opera House, totalling seventeen days with an attendance of 30,000. The following estimates are interesting, and indicate the wide use of facilities:

ARTISTIC PERFORMANCES, OPERAS, SYMPHONIES, MISCELLANEOUS PERFORMANCES

	NO. OF SHOWS	ESTIMATED ATTENDANCE
Grand Opera Season (Opera Association) . . . . .	17	52,000
San Carlo Opera Season . . . . .	20	42,500
Symphony Season of the Musical Association of San Francisco (including YPS) . . . . .	34	97,000
Federal Music Project Symphonies . . . . .	6	15,000
Art Commission Symphony . . . . .	1	3,500
Ballet Russe (Art Commission) . . . . .	8	25,000
Peter Conley Attractions . . . . .	13	34,000
Opera Association Concert Division . . . . .	5	12,000
Paul Posz Attractions . . . . .	3	6,000
Brother Leo lectures (St. Mary's) . . . . .	4	10,000
Japanese Ballet . . . . .	2	6,500
Other shows, meetings, lectures . . . . .	11	25,500
Teachers' Institutes (days) . . . . .	4	7,000
High School and College Graduations . . . . .	8	16,000
	136	342,000

CONVENTIONS

General Federation of Women's Clubs . . . . .	parts of	5 days
American Library Association . . . . .		1
Eastern Star . . . . .		1 (night)
Fire Chiefs . . . . .		1
National Education Association . . . . .	parts of	4
American Bar Association . . . . .	parts of	3
Salvation Army . . . . .	parts of	2

17 Days

Estimated Attendance at Conventions . . . . . 30,000

17th ANNUAL GRAND OPERA SEASON

The 17th Annual Grand Opera Season was an outstanding success both artistically and financially. No further contributions were required from the guarantor members:

REPERTOIRE:

- MANON, *Massenet*
- DIE WALKURE, *Wagner* (two performances)
- MADAME BUTTERFLY, *Puccini* (two performances)
- TRISTAN UND ISOLDE, *Wagner*

RIGOLETTO, *Verdi* (two performances)  
 LUCIA DI LAMMERMOOR, *Donizetti*  
 OTELLO, *Verdi*  
 LA TRAVIATA, *Verdi*  
 BARBER OF SEVILLE, *Rossini*  
 FIDELIO, *Beethoven*  
 I PAGLIACCI, *Leoncavallo*  
 CAVALLERIA RUSTICANA, *Mascagni*  
 IL TROVATORE, *Verdi*

Presenting, among others, the following outstanding guest artists:

Charlotte Boerner	Alexander Kipnis
Michael Bartlett	Marjorie Lawrence
Richard Bonelli	Giovanni Martinelli
George Cehanovsky	Nino Martini
Norman Cordon	Kathryn Meisle
Louis d'Angelo	Lauritz Melchior
Kirsten Flagstad	Lily Pons
Dusolina Giannini	Jarmila Novotna
Hertha Glatz	Elisabeth Rethberg
Julius Huehn	Bidu Sayao
Frederick Jagel	Tito Schipa

Lawrence Tibbett

## MUSICAL ASSOCIATION OF SAN FRANCISCO

This Association maintains the San Francisco Symphony. The Fall and Spring Symphony Seasons bring music lovers locally and from distant points. The Opera House, in its magnificent surroundings, is a perfect setting, and thirty-four performances were presented to large and appreciative audiences.

Through cooperation of this Board and the assistance of an appropriation from the tax rate the San Francisco Musical Association has been able to keep the charges for performances so reasonable that all those who wish can afford the indulgence and pleasure.

The Musical Association, like the San Francisco Opera Association, maintains fully staffed offices, practice and storage rooms in the Opera House.

In addition to the regular performances, there were almost constant rehearsals during the season by the orchestra.



## CONCESSIONAIRE (Opera House)

It is recommended that a careful study be made of the Concessionaire's contract by the incoming Opera Committee of the Board. A casual investigation indicated that the rental is on the basis of approximately 25% of the gross income and if these facts are verified indicates too high a percentage which will eventually reflect in our service to the public.

The gross income for the 1937-38 season, a period of twelve months including one Grand Opera Season, was \$14,050.00, whereas, for the 1938-39 season, a period of fifteen months and including two Grand Opera Seasons, the gross was \$24,670.00.

## SUMMARY OF ATTENDANCE

### VETERANS' BUILDING

Attendance at meetings .....	248,450	
Attendance at Auditorium affairs.....	65,000	
Genealogical Library .....	1,652	
Club Room, Lounge and office visitors.....	50,000	
Conventions .....	3,000	368,102

ART MUSEUM, including Library .....	125,000
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### OPERA HOUSE

Attendance at performances .....	342,000	
Attendance at conventions .....	30,000	
Guide-conducted tours .....	6,524	378,524

Total Estimated and registered attendance..	871,626
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## BUDGETS AND INCOME

Follows the 1939-40 budget allowance for the fiscal year, with comparative figures for prior years:

### GENERAL BUDGET APPROPRIATIONS

	1939- 1940	1938- 1939	1937- 1938	1936- 1937
Permanent Salaries .....	78,673	78,673	78,673	71,460
Temporary Salaries .....	5,263	5,263	5,263	5,000
Wages .....	1,750	1,750	1,750	1,500
Contractual Services .....	4,200	5,700	6,150	2,833
Heat, Light and Power.....	14,500	13,000	13,000	14,000
Materials and Supplies .....	4,000	4,500	4,500	5,000
Equipment .....			500	
(Supplemental) .....			2,000	
Services of other departments.....	4,000	4,000	4,000	4,000
WAR MEMORIAL RESERVE .....	5,640			..
A—GROSS TOTALS—General ....	118,026	113,386	115,836	103,843
B—LESS TRANSFERS—General ..	—15,680	—14,680	—16,450	—14,383
C—NET TOTALS—General .....	102,346	98,706	99,386	89,460

## ART MUSEUM APPROPRIATIONS

Permanent Salaries .....	6,960	6,960	6,960	5,220
Temporary Salaries .....	435	435	435	435
Heat, Light and Power .....	7,500	8,000	8,000	8,000
Materials and Supplies .....	500	500	500	750
A-1 GROSS TOTALS—Art Museum	15,395	15,895	15,895	14,405
B-1 LESS TRANSFERS—Art Museum .....	—7,500	—8,000	—8,000	—8,000
C-1 NET TOTALS—Art Museum ..	7,895	7,895	7,895	6,405
GRAND GROSS TOTALS (A plus A-1)	133,421	129,281	131,731	118,248
LESS TOTAL TRANSFERS (B plus B-1) .....	—23,180	—22,680	—24,450	—22,383
NET GRAND TOTALS (C plus C-1)	110,241	106,601	107,281	95,865

## COMPARATIVE STATEMENT OF EARNINGS

By Fiscal Years

	Required by Appropriation Ordinance	ACTUAL RECEIPTS	
1939-40			
Opera House .....	\$31,000.00	\$22,350.00	(Estimated
Concessions .....	2,000.00	2,100.00	to 12/31
Veterans Auditorium .....	4,000.00	1,350.00	6 mos.)
Miscellaneous .....	600.00	35.00	
TOTALS .....	\$37,600.00	\$25,835.00	
1938-39			
Opera House .....	\$30,000.00	\$33,296.00	
Concessions .....	3,750.00	2,063.00	
Veterans Auditorium .....	3,000.00	4,900.00	
Miscellaneous .....	35.00	55.00	
TOTALS .....	\$36,785.00	\$40,314.00	
1937-38			
Opera House .....	\$29,000.00	\$38,710.00	
Concessions .....	3,750.00	3,062.00	
Veterans Building .....	3,000.00	3,975.00	
Miscellaneous .....	35.00	52.00	
TOTALS .....	\$35,785.00	\$45,799.00	
1936-37			
Opera House .....	\$29,000.00	\$33,727.00	
Concessions .....	3,750.00	3,112.00	
Veterans Building .....	1,500.00	5,175.00	
Miscellaneous .....	35.00	67.00	
TOTALS .....	\$34,285.00	\$42,081.00	

## NET OPERATING COSTS—By Fiscal Years

	1938-39	1937-38	1936-37
GROSS EXPENDITURES, as shown on			
Comparative Budget Allowance and			
Expenditure Sheet . . . . .	\$129,281	\$131,731	\$118,248
Department Receipts, per Statement of			
Earnings . . . . .	40,314	45,799	42,081
Actual Net Operating Costs to Tax-			
payers . . . . .	\$ 88,967	\$ 85,932	\$ 76,167

The Net Operating Cost to Taxpayers does not include bond interest or redemption charges. The original expenditures for the War Memorial of San Francisco were \$6,250,000, of which \$2,000,000 were contributions, gifts, etc., \$250,000 appropriations from the municipal government, and \$4,000,000 a bond issue. These were 4½ per cent bonds, maturing \$200,000 per year 1932 to 1951, inclusive. The outstanding balance today is \$2,400,000.

## RECOMMENDATIONS

As your President, I submit the following for the consideration of the Board. I recommend that

- (a) William Douglas, the Board's Secretary, be given the title of Assistant Managing Director and Secretary: that he have direct responsibility under the Managing Director for personnel, material and maintenance, and that he be relieved of office routine and detail work through the employment of an additional clerk. If this recommendation is carried out, it will, in my opinion, greatly add to the efficient and proper management of the Buildings. With the large number of employees and the vast responsibility and hundreds of rooms of wide usage, a direct responsibility for personnel, material, and maintenance should be placed on a member of the executive staff and Mr. Douglas has shown his ability to carry out this phase of our activities.
- (b) That we continue the WPA Mural Project and make a serious effort to bring this matter to completion.

- (c) Recommend to the Budget Committee that they include in their request for this year, a permanent painter. All those familiar with the Buildings will realize that this is an absolute necessity and dependence on the Department of Public Works for painting has been entirely unsatisfactory and difficult to include definitely in any budget.
- (d) The janitorial staff should be increased by a minimum of four janitors.
- (e) Ventilation of the Opera House Balcony Circle and the Veterans Club—Provisions should be made in our budget this year for this work, which has become necessary for the comfort of the users. From the rough estimates we have had, this work can be accomplished for approximately \$6,500.
- (f) Awnings for the Veterans Building should also be included in this year's budget. This item has been on our preferred list for some time.
- (g) Minutes—At the present time our minutes are kept in the form of a file system. Recommend that bound minute books in volume form be used. The initial expense is not very great and the continuing expense small, but in this manner we will have a current library of activities available for the members of the Board and other interested parties at all times.
- (h) Suggest that a continuing committee be appointed on the Flood Light Project.

Submitted,

RALPH J. A. STERN,

*President*

BOARDS OF TRUSTEES  
of the  
WAR MEMORIAL OF SAN FRANCISCO

1930\*  
TRUSTEES

K. R. Kingsbury, <i>President</i>	George T. Cameron, <i>Vice-President</i>	
Frank N. Belgrano, Jr.	George Hearst	General Hunter Liggett
Robert I. Bentley	James I. Herz	James W. Mullen
Jesse C. Colman	Charles H. Kendrick	Richard M. Tobin

\* Original Board, confirmed by Board of Supervisors, March 3, 1930.

1931  
TRUSTEES

K. R. Kingsbury, <i>President</i>	George T. Cameron, <i>Vice-President</i>	
Frank N. Belgrano, Jr.	George Hearst	General Hunter Liggett
Robert I. Bentley	James I. Herz	James W. Mullen*
Jesse C. Colman	Charles H. Kendrick	Richard M. Tobin

\* James W. Mullen died July 25, 1931.

1932  
TRUSTEES

K. R. Kingsbury, <i>President</i>	George T. Cameron, <i>Vice-President</i>	
Frank N. Belgrano, Jr.	George Hearst	General Hunter Liggett
Robert I. Bentley*	James I. Herz	Harry A. Milton†
Jesse C. Colman	Charles H. Kendrick	Richard M. Tobin

\* Robert I. Bentley died February 22, 1932.

† Harry A. Milton confirmed January 18, 1932, vice James W. Mullen, deceased.

STAFF

Selby Oppenheimer, <i>Managing Director</i>	W. C. Douglas, <i>Secretary</i>
Appointed November 1, 1932.	Appointed September 8.

1933  
TRUSTEES

K. R. Kingsbury, <i>President</i>	George T. Cameron, <i>Vice-President</i>	
Frank N. Belgrano, Jr.	James I. Herz	John A. McGregor†
Colbert Coldwell*	Charles H. Kendrick	Harry A. Milton
Jesse C. Colman	General Hunter Liggett	Richard M. Tobin

\* Colbert Coldwell confirmed January 2, 1933, vice George Hearst, term expired.

† John A. McGregor confirmed January 2, 1933, vice Robert I. Bentley, deceased.

STAFF

Selby Oppenheimer, <i>Managing Director</i>	W. C. Douglas, <i>Secretary</i>
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1934  
TRUSTEES

K. R. Kingsbury, <i>President</i>	George T. Cameron, <i>Vice-President</i>	
Frank N. Belgrano, Jr.	James I. Herz*	John A. McGregor
Colbert Coldwell	Charles H. Kendrick	Harry A. Milton
Jesse C. Colman	General Hunter Liggett	Richard M. Tobin

\* James I. Herz resigned February, 1934. Col. Wm. H. Tobin., U. S. A., Ret., confirmed March 5, 1934, vice James I. Herz.

## STAFF

Selby Oppenheimer, *Managing Director*W. C. Douglas, *Secretary*

1935

## TRUSTEES

K. R. Kingsbury,* <i>President</i>	George T. Cameron,* ‡ <i>Vice-President</i>	
Frank N. Belgrano, Jr.	Charles H. Kendrick	Allison E. Schofield † ‡
Colbert Coldwell	John A. McGregor	Ralph J. A. Stern †
Hon. Thomas M. Foley†	Harry A. Milton	Col. Wm. H. Tobin

\* K. R. Kingsbury and George T. Cameron resigned December, 1935. Joseph S. Thompson and J. H. Threlkeld confirmed December 9, 1935, vice K. R. Kingsbury and George T. Cameron, respectively.

† Hon. Thomas M. Foley, Allison E. Schofield and Ralph J. A. Stern confirmed January 28, 1935, vice General Hunter Liggett, Richard M. Tobin and Jesse C. Colman, respectively, terms expired.

‡ Allison E. Schofield elected Vice-President May 2, 1935.

## STAFF

Selby Oppenheimer, *Managing Director*W. C. Douglas, *Secretary*

1936

## TRUSTEES

Allison E. Schofield, <i>President</i>	J. H. Threlkeld,† <i>Vice-President</i>	
Frank N. Belgrano, Jr.*	Charles H. Kendrick	Ralph J. A. Stern
Colbert Coldwell	John A. McGregor	Joseph S. Thompson
Hon. Thomas M. Foley	Harry A. Milton	Col. Wm. H. Tobin

\* Frank N. Belgrano, Jr., resigned October, 1936. Ramsay Moran confirmed October 26, 1936, vice Frank N. Belgrano, Jr.

† J. H. Threlkeld elected Vice-President March 19, 1936.

## STAFF

Selby Oppenheimer, *Managing Director*W. C. Douglas, *Secretary*

1937

## TRUSTEES

Allison E. Schofield, <i>President</i>	J. H. Threlkeld, <i>Vice-President</i>	
Harold J. Boyd*	Charles H. Kendrick	Ramsay Moran
Colbert Coldwell †	John A. McGregor ‡	Ralph J. A. Stern
Hon. Thomas M. Foley	Harry A. Milton	Col. Wm. H. Tobin

\* Harold J. Boyd confirmed January 4, 1937, vice Joseph S. Thompson, term expired; resigned, June, 1937; John J. Sullivan confirmed June 21, 1937, vice Harold J. Boyd.

† Colbert Coldwell resigned July, 1937. Dr. Alanson Weeks confirmed August 2, 1937, vice Colbert Coldwell.

‡ John A. McGregor resigned February, 1937. Horace B. Clifton confirmed February 8, 1937, vice John A. McGregor.

## STAFF

Selby Oppenheimer, *Managing Director*W. C. Douglas, *Secretary*

1938

## TRUSTEES

J. H. Threlkeld, <i>President</i>	Ralph J. A. Stern, <i>Vice-President</i>	
Horace B. Clifton	Harry A. Milton	John J. Sullivan
Hon. Thomas M. Foley	Ramsay Moran	Col. Wm. H. Tobin
Charles H. Kendrick*	Allison E. Schofield	Dr. Alanson Weeks

\* Charles H. Kendrick resigned March, 1938. Frederick J. Koster confirmed April 4, 1938, vice Charles H. Kendrick.

# STAFF

Selby Oppenheimer, *Managing Director*

W. C. Douglas, *Secretary*

1939

## TRUSTEES

Ralph J. A. Stern, <i>President</i>	Horace B. Clifton,* <i>Vice-President</i>
Hon. Thomas M. Foley †	Ramsay Moran
Frederick J. Koster	Allison E. Schofield
Harry A. Milton	John J. Sullivan
	J. H. Threlkeld
	Col. Wm. H. Tobin
	Dr. Alanson Weeks

\* Horace B. Clifton died October 25, 1939.

† Hon. Thomas M. Foley elected Vice-President November 16, 1939.

# STAFF

Selby Oppenheimer, *Managing Director*

W. C. Douglas, *Secretary*



BOARD OF TRUSTEES  
OF THE  
WAR MEMORIAL  
OF SAN FRANCISCO



PRESIDENT'S  
ANNUAL REPORT

1940



# ANNUAL REPORT

OF THE

PRESIDENT OF THE BOARD OF TRUSTEES

OF THE

# WAR MEMORIAL

OF

SAN FRANCISCO



*December 19, 1940*



# CITY AND COUNTY OF SAN FRANCISCO

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ANGELO J. ROSSI

Mayor

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BOARD OF TRUSTEES

OF THE

WAR MEMORIAL OF SAN FRANCISCO

JUDGE THOMAS M. FOLEY, President

RAMSEY MORAN, Vice-President

FREDERICK J. KOSTER

HARRY A. MILTON

ALLISON E. SCHOFIELD

RALPH J. A. STERN

JOHN J. SULLIVAN

J. H. THRELKELD

COLONEL WILLIAM H. TOBIN

DR. ALLANSON WEEKS

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WAR MEMORIAL STAFF

SELBY OPPENHEIMER, Managing Director

IRA G. THOMPSON, Secretary to the Board



December 19, 1940.

TO HIS HONOR THE MAYOR OF SAN FRANCISCO AND TO THE  
BOARD OF TRUSTEES OF THE WAR MEMORIAL OF SAN FRANCISCO:

This is the final meeting of the Board of Trustees of the War Memorial of the City and County of San Francisco for the year 1940, and, according to custom, I submit my concluding report as President of this Board.

Firstly I desire to express my gratitude to the members of the Board, to the Managing Director and to our Secretary and to all the employees of this institution for the splendid cooperation accorded me during the past year. The administration of this great memorial requires hard work, intelligent interest and constant attention to duty. These two magnificent monuments are dedicated to those citizens of San Francisco who laid down their lives upon the altar of sacrifice for their country; our purpose being to serve as a living utility to the memory of the dead. Also, we house the artistic, cultural and dramatic accomplishments of the people of San Francisco.

The opportunity to have served in this capacity has been one that will be long remembered by me. It is a privilege to participate in this fine work and be a part of the cultural and educational activities of a great city, whose reputation therefor is a byword throughout the world.

Respectfully,

JUDGE THOMAS M. FOLEY.

My report follows:

IN MEMORIAM:

The death of our Secretary, William C. Douglas, on April 30, 1940, left a great void and a deep feeling of loss in the entire membership of the Board and in the community. The following resolution was spread upon our minutes:

WHEREAS: William Crumbaugh Douglas was called out of this world by death on April 30, 1940; and

WHEREAS: William Crumbaugh Douglas served his country faithfully and well during the World War, having been a First Lieutenant in the 62nd Coast Artillery Regiment, United States Army, stationed in France from August, 1918, to January, 1919; and

WHEREAS: William Crumbaugh Douglas was at the time of his passing Secretary of the Board of Trustees of the War Memorial of San Francisco, which position he had held since its establishment, having been appointed September 8, 1932; and

WHEREAS: William Crumbaugh Douglas was at the time of his passing the oldest employee in point of service in the War Memorial Department, having served since the beginning of the construction period; and

WHEREAS: William Crumbaugh Douglas gave unstintingly of his time and efforts to the War Memorial Department, discharging his duties in a most loyal, efficient and trustworthy manner, displaying at all times in his dealings with his fellow employees, and with all with whom he came in contact, a kindly, considerate, friendly spirit which endeared him to all who knew him;

*Now, Therefore, be it Resolved:* That the Board of Trustees of the War Memorial of San Francisco, individually and as a unit of the municipal government of the City and County of San Francisco, recognizes the splendid, faithful service of William Crumbaugh Douglas; that this Board of Trustees expresses its deepest regret at his passing, and that this Board of Trustees extends to the widow its heartfelt sympathy in her bereavement; and

*Further Resolved:* That this resolution be spread upon the minutes of this meeting and that a copy thereof be forwarded to Mrs. Edna May Douglas, relict of William Crumbaugh Douglas.



## COMMITTEE ASSIGNMENTS FOR THE YEAR 1940:

BUDGET AND FINANCE: (Including P. P. I. E. Fellowship)	Chairman	Vice-President Moran
	Vice-Chairman	Trustee Schofield
	Members	Trustee Milton
		Trustee Koster
ART ASSOCIATION:	Chairman	Trustee Dr. Weeks
		Trustee Koster
	Members	Trustee Threlkeld
		Trustee Colonel Tobin
OPERA AND SYMPHONY:	Chairman	Trustee Dr. Weeks
		Trustee Stern
	Members	Trustee Koster
		Trustee Schofield
P. P. I. E. MURALS:	Chairman	Trustee Colonel Tobin
PUBLIC RELATIONS:	Chairman	Trustee Milton
VETERANS:	Chairman	Trustee Schofield
	Members	President Foley
		Trustee Moran
		Trustee Colonel Tobin
WPA MURALS PROJECT:	Chairman	Trustee Threlkeld
ALLOCATION OF		
EARNED INCOME:	Chairman	Trustee Sullivan
FLOOD LIGHTING:	Chairman	Trustee Stern
	Member	Trustee Milton
TRAFFIC AND PARKING:	Chairman	Trustee Schofield
	Members	Trustee Colonel Tobin
		Trustee Dr. Weeks

Due to illness, the services of Trustee John H. Threlkeld were not available during most of the year and his advice and counsel were sorely missed.

A great portion of the Board's work is accomplished through committees, and because of their nature the following committees bore a large portion of the Board's activities:

### BUDGET AND FINANCE:

Vice-President Ramsay Moran, Chairman

### OPERA AND SYMPHONY:

Trustee Ralph J. A. Stern, Chairman

### VETERANS:

Trustee Allison E. Schofield, Chairman



GALLERIES, SAN FRANCISCO MUSEUM OF ART, FOURTH FLOOR, VETERANS BUILDING

Trustee Harry Milton contributed in large measure to the success of our institution in his handling of the labor relations, and Trustee Fred Koster contributed greatly by his liaison with the Art group.

#### RELATIONS WITH TENANTS:

Harmony existed throughout the year between the Board and the tenants of the buildings. Dr. Grace L. McCann Morley, Director of the San Francisco Museum of Art; Mr. Charles Kleupper, chairman of the American Legion War Memorial Commission; Mr. Robert Watt Miller, president of the San Francisco Opera Association; Mrs. Henry Potter Russell, president of the San Francisco Opera Guild, and Mrs. Leonora Wood Armsby, president of the Musical Association of San Francisco, all cooperated in all problems. Mr. Paul Posz, Business Manager of the San Francisco Opera Association, served during the past season. Mr. Posz contributed in a large way to the success of the opera season in San Francisco, and in the management of the Opera Association's Concert Division has brought to our City a splendid concert season. It has been the pleasure of the Board to have worked with Mr. Posz.

Also in this connection I desire to call attention to the fine work of Mr. W. B. Dorsett, General Manager of the American Legion War Memorial Commission. Mr. Dorsett has cooperated fully with the management and has handled the Veteran's Building efficiently.

The relations of the trustees and employees of the War Memorial and the employees of our tenants and concessionaires has been most satisfactory. Occasional slight differences of opinion were ironed out and settled with the invaluable aid and assistance of Trustee Harry Milton and other members of the Board.

I am most happy to compliment the entire staff of the War Memorial upon their work. Department heads and their staffs, both in the Veterans' Building and Opera House, have rendered loyal and efficient service.

## ACHIEVEMENTS

Following is a resume of some of the more prominent achievements during the year 1940:

To expedite the handling of traffic and for the convenience of patrons and visitors to both the Opera House and the Veterans' Building, traffic lanes were painted in the front and in the rear of both buildings.

The installation of a tie clock system for our watchmen was ordered, thus insuring complete coverage and protection of the property in the buildings at all times.

A handsome plaque, bearing the names of Past Presidents of the Board of Trustees, together with a record of their terms of office, was installed in the main foyer of the Opera House.

Light standards were installed in the Memorial Court to facilitate the discharging of passengers from automobiles bringing patrons and visitors to events in the buildings. A portion of these lights have been ordered kept illuminated during the late evenings during winter months for the convenience and protection of citizens using the Memorial Court as a passageway.

The individual pictures in the world-renowned collection of photographs of operatic and concert stars, which adorns the walls of the Trustees' Room in the Opera House, were made more easily identifiable to the public by having the names of the artists lettered on the respective frames.

Sand jars and smoking stands were purchased for the Opera House and the Veterans' Building for the convenience of patrons.

In order to keep War Memorial parking space clear prior to performances and also to preserve our parkway there against any possible claims of easement, chain barriers have been ordered installed at the entrances to the parking ramp in the rear of the Opera House.

The hardwood floors in the South gallery of the Art Museum were sanded and refinished.

Approval was given to the installation of a beautiful memorial window in honor of the Grand Army of the Republic which has been placed by the Daughters of Union Veterans of the Civil War at the landing on the North stairway between the second and third floor levels, Veterans' Building.

The Board commissioned Mr. Otto Hintermann, an architect, to prepare a plan for a memorial to constitute the central motif for our Memorial Court.

The sidewalks were ordered repaired and replaced in front of and about the Veterans' Building. The sidewalk step was eliminated from the front of the Veterans' Building after having been found to be a source of possible danger to pedestrians.

Many experiments were conducted in the flood lighting of both the Veterans' Building and the Opera House. Various experiments were made with mazda, fluorescent and various other types of lighting. A system of illumination will be shortly devised that will bring out at night, in bold relief, the natural beauties of the buildings.

A canopy for the front of the Veterans' Building, comparable to the one in front of the Opera House, has been installed.

A study was made of the condition of the stairways leading from the main floor to the basement, front of the Opera House, with a view to eliminating the possibility of patrons slipping thereon. After much consideration and experiment this hazard has seemingly been eliminated.

Necessary plaster repairs and repairs to furniture in both buildings were authorized.

Spotlights in the Veterans' Auditorium were revamped to give better stage effects.

The stone masonry in foyers and corridors of both the Veterans' Building and the Opera House was ordered regouted where necessary.

The boxes in the Opera House have been repainted and re-gilded.

The Board authorized the acceptance of a loan of various WPA art objects and the same were ordered installed in the Opera House.

Picture Molding has been installed on the Grand Tier floor crossover passageway in the Opera House.

Major equipment purchases made during the year included: a piano truck for the Opera House grand piano, a vacuum cleaner for the cleaning of venetian blinds and a power sprayer for use on our trees and for demoting furniture.

#### MODIFIED FIRE ORDINANCES

The Board of Supervisors of the City and County modified the existing fire ordinances with reference to theatres and show houses. Chief Charles J. Brennan of the San Francisco Fire Department, in the drafting of the new ordinance, consulted with the Board of Trustees as to our needs and desires, so that proper provisions for the safety of our patrons would be incorporated in the new ordinance. Chief Brennan manifested a deep interest in our problems and worked with the Board to the end that an ordinance was ultimately passed that would assure a maximum of safety to patrons not only of the municipal Opera House, but of all show places in San Francisco.

## POLICIES ADOPTED

A new policy was adopted with reference to the letting of concessions in the Opera House, viz: Concessions for the past year were let on a flat paying basis. Investigation discloses that this system has proved most satisfactory.

The Board also established and adopted a regular schedule of rates for the rental of the Opera House. This schedule covers all foreseeable events, based on our past experience. The War Memorial being a public institution, the Board believes that it should maintain a rigid adherence to this schedule of rates, and such has been the policy during the past year.

## FEDERAL ART PROJECT, WPA

There is now under consideration by the Federal Art Project of the Works Progress Administration the complete finishing of the Souvenir Gallery in the Veterans' Building.

## VISITORS TO THE OPERA HOUSE

For the convenience of visitors, a Guide is on duty in the Opera House. Following are extracts from his reports during 1940:

From Dec. 6, 1939, to Mar. 11, 1940, 1019 visitors were taken through the Opera House. 19 states and 2 foreign countries were represented.

From Mar. 12, 1940, to June, 15, 1940, 728 visitors were taken through the Opera House. 19 states and 7 foreign countries were represented.





LIBRARY AND LOUNGE—THE GREEN ROOM, VETERANS BUILDING



## P. P. I. E. TRUSTEESHIP

### *Fellowship*

From funds left in trust upon the dissolution of the Panama-Pacific International Exposition, a scholarship was established at the University of California. This Scholarship now embraces the Panama-Pacific International Exposition Memorial Fellowship in Pacific Coast History. The holder of the Fellowship for the past year has been Mr. John Denton Carter.

### *Distribution of Sets of Todd's "Story of the P. P. I. E."*

During the past year fraternal organizations and public spirited citizens have been recipients of 51 sets of Todd's "Story of the Panama-Pacific International Exposition," while 28 sets of these books have been given to schools.

## WAR MEMORIAL GROUP

### *Employments*

The War Memorial Department and the various tenants of our buildings employ a considerable number of San Francisco citizens. There are 119 regularly employed and 276 temporarily employed persons working in the Veterans' Building and the Opera House. These are divided as follows:

### *Regular Employees*

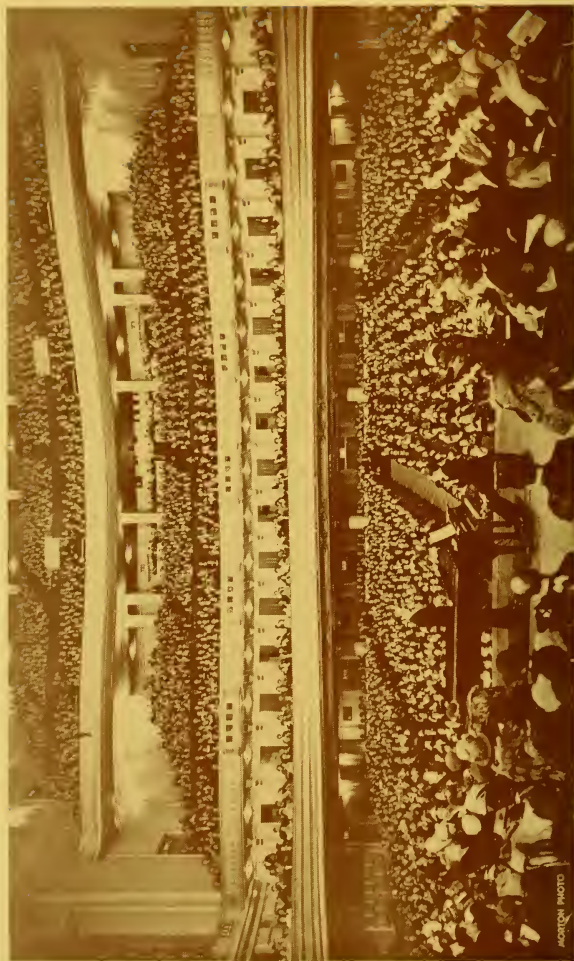
Department employees.....	41
Regular staff, Opera and Symphony.....	12
San Francisco Museum of Art.....	24
American Legion War Memorial	
Commission and allied groups.....	40
Genealogical Library.....	2

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Total Regular Employees.....119

### *Temporary Employees*

Department, Orchestra, Chorus, Ballet, House Service and other temporary employees total 276; some employments lasting for a few months and others for a greater length of time.



CAPACITY AUDIENCE GREET'S NINO MARTINI, OPERA HOUSE

## PERFORMANCES

During the past year 132 performances were held in the Opera House, divided as follows:

Opera performances .....	16
Dollar opera .....	18
Symphonies .....	31
Concerts .....	23
Graduations .....	13
Lectures .....	11
Ballet performances .....	7
Civic celebrations .....	7
Teachers' Institute sessions .....	3
Benefit performances .....	3

The 18th Grand Opera Season was an outstanding success. The repertoire was as follows:

Marriage of Figaro . . .	Mozart
Lakme .....	Delibes ( 2 performances )
Der Rosenkavalier . . .	Strauss ( 2 performances )
La Boheme .....	Puccini ( 2 performances )
Don Giovanni .....	Mozart
The Masked Ball .....	Verdi
Carmen .....	Bizet ( 3 performances )
Rigoletto .....	Verdi
Aida .....	Verdi ( 2 performances )
Manon .....	Massenet

Among the famous guest artists who appeared were:

Lorenzo Alvary	Verna Osborne
Jussi Bjoerling	Mona Paulee
Margit Bokor	Ezio Pinza
Richard Bonelli	Lily Pons
John Brownlee	Elisabeth Rethberg
George Cehanovsky	Bidu Sayao
Alessio de Paolis	Tito Schipa
Raoul Jobin	Suzanne Sten
Alexander Kipnis	Rise Stevens
Marjorie Lawrence	George Stinson
Lotte Lehmann	Thelma Votipka
Francisco Naya	Robert Weede



THE BRANGWYN MURALS  
AUDITORIUM, VETERANS BUILDING

## *Symphonics*

The Musical Association of San Francisco maintains the San Francisco Symphony Orchestra. The fall and spring symphony seasons annually bring to San Francisco the finest symphony music to be heard anywhere in the world, and our Opera House presents a magnificent setting for these presentations. This year there were presented, under the direction of Pierre Monteux, a total of 31 symphonies, at which 164 selections of the world's finest symphonic masterpieces were played.

## CONCESSIONAIRE

The concessions in the Opera House have been managed by our Concessionaire, Mrs. Deborah C. O'Brien, in a most efficient manner. Mrs. O'Brien, under a new contract, has given splendid services to our patrons and has cooperated at all times with the management of the buildings.

## FINANCES

Our net Department Budget for the fiscal year 1939-1940 was \$110,241. Pursuant to ordinance, our income requirements were \$37,600. These income requirements were exceeded by \$9,664.60, and a surplus of \$13,375.95 was returned to the City Treasury.

All of the recommendations contained in the Report of Past President Ralph J. A. Stern for the year 1939 were carried into effect by this Board, and their adoption has added greatly to the efficiency of our operation.



A CORNER OF THE GRAND FOYER, WAR MEMORIAL OPERA HOUSE



## RECOMMENDATION

It is the recommendation of your President that there be included in the Department Budget Request for the coming fiscal year an additional employee, to wit: a painter, for the purpose of keeping both buildings painted in order to prevent deterioration and to insure a generally presentable outlook of the buildings to the public.

Upon the death of our former secretary, William C. Douglas, the Board, on May 16, 1940, appointed Mr. Ira G. Thompson as his successor. Fortunately for our Board of Trustees, Mr. Thompson, a World War Veteran and a man of experience in administrative affairs, fitted admirably into the position, plunging directly into the task of carrying on where "Bill" Douglas left off.

Due to his diligence and grasp of the task, the work of the Board has moved on efficiently and smoothly, and I personally desire to pay a tribute of thanks and appreciation to Mr. Thompson for his splendid work.

Our Managing Director, Mr. Selby Oppenheimer, although handicapped at intervals throughout the year by illness, has carried on and has cooperated with the Board. He has added another splendid year to his record in his able administration of this Department.

Submitted,

JUDGE THOMAS M. FOLEY,  
*President.*



WAR MEMORIAL OF SAN FRANCISCO, OPERA HOUSE, VETERANS BUILDING







BOARDS OF TRUSTEES  
of the  
WAR MEMORIAL OF SAN FRANCISCO

1930\*

TRUSTEES

K. R. Kingsbury, *President*

George T. Cameron, *Vice-President*

Frank N. Belgrano, Jr.

George Hearst

General Hunter Liggett

Robert I. Bentley

James I. Herz

James W. Mullen

Jesse C. Colman

Charles H. Kendrick

Richard M. Tobin

\* Original Board, confirmed by Board of Supervisors, March 3, 1930.

1931

TRUSTEES

K. R. Kingsbury, *President*

George T. Cameron, *Vice-President*

Frank N. Belgrano, Jr.

George Hearst

General Hunter Liggett

Robert I. Bentley

James I. Herz

James W. Mullen\*

Jesse C. Colman

Charles H. Kendrick

Richard M. Tobin

\* James W. Mullen died July 25, 1931.

1932

TRUSTEES

K. R. Kingsbury, *President*

George T. Cameron, *Vice-President*

Frank N. Belgrano, Jr.

George Hearst

General Hunter Liggett

Robert I. Bentley\*

James I. Herz

Harry A. Milton†

Jesse C. Colman

Charles H. Kendrick

Richard M. Tobin

\* Robert I. Bentley died February 22, 1932.

† Harry A. Milton confirmed January 18, 1932, vice James W. Mullen, deceased.

STAFF

Selby Oppenheimer, *Managing Director*

W. C. Douglas, *Secretary*

Appointed November 1, 1932

Appointed September 8, 1932

1933

TRUSTEES

K. R. Kingsbury, *President*

George T. Cameron, *Vice-President*

Frank N. Belgrano, Jr.

James I. Herz

John A. McGregor†

Colbert Coldwell\*

Charles H. Kendrick

Harry A. Milton

Jesse C. Colman

General Hunter Liggett

Richard M. Tobin

\* Colbert Coldwell confirmed January 2, 1933, vice George Hearst, term expired.

† John A. McGregor confirmed January 2, 1933, vice Robert I. Bentley, deceased.

STAFF

Selby Oppenheimer, *Managing Director*

W. C. Douglas, *Secretary*

1934

# TRUSTEES

K. R. Kingsbury, <i>President</i>			George T. Cameron, <i>Vice-President</i>		
Frank N. Belgrano, Jr.	James I. Herz*	John A. McGregor	Colbert Caldwell	Charles H. Kendrick	Harry A. Milton
Jesse C. Colman	General Hunter Liggett	Richard M. Tobin			

\* James I. Herz resigned February, 1934. Col. Wm. H. Tobin, U. S. A. Ret., confirmed March 5, 1934, vice James I. Herz

# STAFF

Selby Oppenheimer, *Managing Director*      W. C. Douglas, *Secretary*

1935

# TRUSTEES

K. R. Kingsbury, * <i>President</i>			George T. Cameron, * ‡ <i>Vice-President</i>		
Frank N. Belgrano, Jr.	Charles H. Kendrick	Allison E. Schofield ‡ †	Colbert Caldwell	John A. McGregor	Ralph J. A. Stern †
Hon. Thomas M. Foley †	Harry A. Milton	Col. Wm. H. Tobin			

\* K. R. Kingsbury and George T. Cameron resigned December, 1935. Joseph S. Thompson and J. H. Threlkeld confirmed December 9, 1935, vice K. R. Kingsbury and George T. Cameron, respectively.

† Hon. Thomas M. Foley, Allison E. Schofield and Ralph J. A. Stern confirmed January 28, 1935, vice General Hunter Liggett, Richard M. Tobin and Jesse C. Colman, respectively, terms expired.

‡ Allison E. Schofield elected Vice-President May 2, 1935

# STAFF

Selby Oppenheimer, *Managing Director*      W. C. Douglas, *Secretary*

1936

# TRUSTEES

Allison E. Schofield, <i>President</i>			J. H. Threlkeld, † <i>Vice-President</i>		
Frank N. Belgrano, Jr.	Charles H. Kendrick	Ralph J. A. Stern	Colbert Caldwell	John A. McGregor	Joseph S. Thompson
Hon. Thomas M. Foley	Harry A. Milton	Col. Wm. H. Tobin			

\* Frank N. Belgrano, Jr., resigned October, 1936. Ramsay Moran confirmed October 26, 1936, vice Frank N. Belgrano, Jr.

† J. H. Threlkeld elected Vice-President March 19, 1936

# STAFF

Selby Oppenheimer, *Managing Director*      W. C. Douglas, *Secretary*

1937

# TRUSTEES

Allison E. Schofield, <i>President</i>			J. H. Threlkeld, <i>Vice-President</i>		
Harold J. Boyd*	Charles H. Kendrick	Ramsay Moran	Colbert Caldwell †	John A. McGregor ‡	Ralph J. A. Stern
Hon. Thomas M. Foley	Harry A. Milton	Col. Wm. H. Tobin			

\* Harold J. Boyd confirmed January 4, 1937, vice Joseph S. Thompson, term expired, resigned, June, 1937, John J. Sullivan confirmed June 21, 1937, vice Harold J. Boyd.

† Colbert Caldwell resigned July, 1937. Dr. Alanson Weeks confirmed August 2, 1937, vice Colbert Caldwell.

‡ John A. McGregor resigned February, 1937. Horace B. Clifton confirmed February 8, 1937, vice John A. McGregor.

# STAFF

Selby Oppenheimer, *Managing Director*      W. C. Douglas, *Secretary*

1938

# TRUSTEES

J. H. Threlkeld, *President*

Ralph J. A. Stern, *Vice-President*

Horace B. Clifton

Harry A. Milton

John J. Sullivan

Hon. Thomas M. Foley

Ramsay Moran

Col. Wm. H. Tobin

Charles H. Kendrick\*

Allison E. Schofield

Dr. Alanson Weeks

\* Charles H. Kendrick resigned March, 1938. Frederick J. Koster confirmed April 4, 1938, vice Charles H. Kendrick.

## STAFF

Selby Oppenheimer, *Managing Director*

W. C. Douglas, *Secretary*

1939

# TRUSTEES

Ralph J. A. Stern, *President*

Horace B. Clifton,\* *Vice-President*

Hon. Thomas M. Foley†

Ramsay Moran

J. H. Threlkeld

Frederick J. Koster

Allison E. Schofield

Col. Wm. H. Tobin

Harry A. Milton

John J. Sullivan

Dr. Alanson Weeks

\* Horace B. Clifton died October 25, 1939.

† Hon. Thomas M. Foley elected Vice-President November 16, 1939.

## STAFF

Selby Oppenheimer, *Managing Director*

W. C. Douglas, *Secretary*

1940

# TRUSTEES

Hon. Thomas M. Foley, *President*

Ramsay Moran, *Vice-President*

Frederick J. Koster

Ralph J. A. Stern

J. H. Threlkeld

Harry A. Milton

John J. Sullivan

Col. Wm. J. Tobin

Allison E. Schofield

Dr. Alanson Weeks

## STAFF

Selby Oppenheimer, *Managing Director*

\*W. C. Douglas, *Secretary*, January 1, to April 30, inclusive

Daniel P. O'Sullivan, *Acting Secretary*, May 1 to May 15, inclusive

Ira G. Thompson, *Secretary*, appointed May 16, 1940.

\* W. C. Douglas died April 30, 1940.



RETIREMENT BOARD  
SAN FRANCISCO CITY  
MAR 26 1942  
AND COUNTY EMPLOYEES  
RETIREMENT SYSTEM

BOARD OF TRUSTEES  
OF THE  
WAR MEMORIAL  
OF SAN FRANCISCO



PRESIDENT'S  
ANNUAL REPORT









WAR MEMORIAL OF SAN FRANCISCO

# ANNUAL REPORT

OF THE

PRESIDENT OF THE BOARD OF TRUSTEES

OF THE

# WAR MEMORIAL

OF

SAN FRANCISCO



*January 8, 1942*



# CITY AND COUNTY OF SAN FRANCISCO

---

ANGELO J. ROSSI  
Mayor

---

BOARD OF TRUSTEES  
OF THE  
WAR MEMORIAL OF SAN FRANCISCO

RAMSAY MORAN, President  
HARRY A. MILTON, Vice-President  
ALVIN GERLACK  
FREDERICK J. KOSTER  
WALTER A. LEONETTI  
C. A. MARCKLEY  
GUIDO J. MUSTO  
RALPH J. A. STERN  
JOHN J. SULLIVAN  
J. H. THRELKELD  
COL. WILLIAM H. TOBIN

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WAR MEMORIAL STAFF  
EDWARD J. SHARKEY, Managing Director  
IRA G. THOMPSON, Secretary to the Board



San Francisco, California,  
January 8, 1942

HONORABLE ANGELO J. ROSSI, MAYOR,  
AND THE BOARD OF TRUSTEES OF THE  
WAR MEMORIAL OF SAN FRANCISCO  
Gentlemen:

As retiring President of the Board of Trustees of the War Memorial of San Francisco, I submit herewith my report covering the activities of your Board, during the calendar year 1941. In addition to an account of the specific matters acted upon during my administration, I have included in the following pages certain historical and factual data with which you gentlemen are familiar, but which I hope will be of interest to any citizen who may wish more complete information about the origin of the War Memorial and its place in the civic life of San Francisco.

We who are serving on the Board are fully conscious of our responsibilities as trustees of two great public buildings, erected in grateful and loving memory of those patriotic citizens of our city who died while serving with the armed forces of their country in past wars. Now that another conflict has been thrust upon us, we feel that the Veterans Building and the Opera House will not only continue to be symbols of those principles of justice, freedom and democracy which we are fighting to preserve, but may function actively, whether as headquarters or barracks, in any capacity requested by the military or civic authorities.

To be President of your Board for the past year has been both an honor and a pleasure. The members of the Board have not been contented merely to have a title. They have assumed their duties eagerly, intelligently and sincerely. While there have been differences in opinion, any criticism has been constructive, with the result that teamwork and efficiency in operations has been accomplished. Although the scope of our problems, as compared with some other city commissions, may have been relatively modest, I do not hesitate to say, in complimenting the Board and thanking the members for their co-operation, that their service to their community and to their trust has been unsurpassed.

Sincerely,

RAMSAY MORAN

# PRESIDENT'S ANNUAL REPORT

## 1. BEGINNINGS

The War Memorial consists of two edifices, the Veterans Building and the Opera House, located on the west side of Van Ness Avenue, facing the City Hall, in the Civic Center of San Francisco. The total construction cost of these buildings was \$6,250,000. The money was obtained from three sources: a bond issue of the City and County of San Francisco in the amount of \$4,000,000, a municipal appropriation of \$250,000 and public subscriptions totaling \$2,000,000. The original Board of Trustees was appointed in 1930, and they carried the weighty responsibility of construction of the Memorial, with the many problems of allocation of funds, as between the facilities to be made available to the several groups who were recognized as the beneficiaries of the millions of dollars that had been so spontaneously raised by vote and donation of the citizens of San Francisco. The buildings were completed and entered into civic service in 1932.

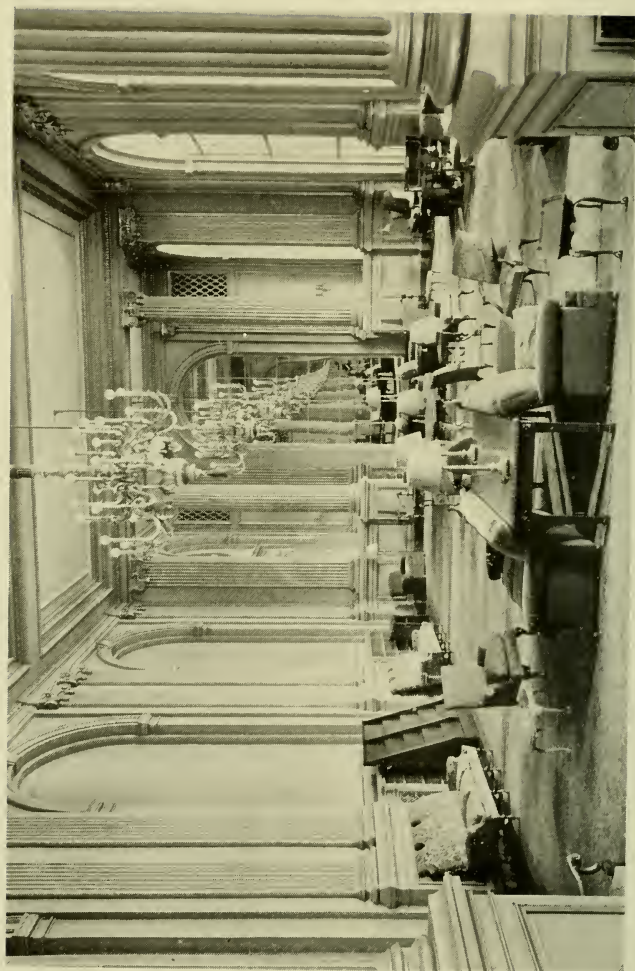
As a substantial portion of the financing of the War Memorial was by subscriptions, large and small—which had been solicited as early as 1921—it was agreed that the buildings would conform to the requirements of the three organizations that had been specifically mentioned as beneficiaries in the drive for funds in the 1920's "to honor the memory of the soldiers, sailors, marines and war workers—men and women—who brought imperishable glory to California by their splendid contribution to the winning of the World War." The quoted words are from the agreement executed on August 19, 1921, between the Regents of the University of California and a committee of citizens of San Francisco as trustees representing those interested in the plan of a War Memorial. In 1930, the City and County of San Francisco in effect accepted the assignment of the agreement and with it the responsibility of erecting the War Memorial and of carrying out not only the intent of the original donors but also of the citizens who had approved the additional funds necessary for the completion of the project.



The three bodies which had an original priority that was recognized and confirmed in the final plans for construction and operation were: (1) The San Francisco Posts of the American Legion; (2) The San Francisco Art Association; (3) The San Francisco Musical Association, which maintains the San Francisco Symphony Orchestra. These organizations have continuously had a preferred status as to rental rates, quarters and datings. After the Opera House was opened a fourth organization was recognized as within the same category—The San Francisco Opera Association.

While under the terms of the trust indenture the local posts of The American Legion are entitled to the use and occupancy of the meeting rooms, offices and auditorium of the Veterans Building rent free, it is further provided that they may extend similar privileges to other patriotic organizations. In order to administer the problems of allocation of space and internal management of the building the American Legion War Memorial Commission was set up in 1932. It is composed of nine members elected by the County Council of the American Legion.

The Board of Trustees of the War Memorial is authorized by Section 44 of the Charter of the City and County of San Francisco. It consists of eleven members appointed by the Mayor for terms of six years, and confirmed by the Board of Supervisors. The trustees serve without compensation. They are charged with the construction, administration and operation of the War Memorial and the grounds set aside therefor. They hold regular meetings on the second Thursday of each month in their meeting room in the Opera House. Starting with the first Board in 1930, the majority have always been veterans of World War I. While in earlier days there were considerable differences in viewpoint between the veteran and non-veteran members, I am happy to report that during the past year, and indeed for several years prior thereto, all distinctions between the two groups have disappeared and the Board has functioned with a common objective—the efficient maintenance and management of both buildings. The personnel of the Board since its inception will be found in Appendix A.



LIBRARY AND LOUNGE—THE GREEN ROOM, VETERANS BUILDING

## 2. THE BUILDINGS, THEIR FACILITIES AND USE

The Veterans Building and The Opera House compose the War Memorial. On the fourth floor of the former is housed the San Francisco Museum of Art. A careful check of the traffic in these buildings shows that approximately 1,148,000 persons attended meetings, performances and exhibits in the War Memorial during 1941. A general description of the edifices and the public service that they render follows:

(a) The Veterans Building. The first three floors of the Veterans Building are occupied and used by patriotic organizations. Among its facilities are an Auditorium with a seating capacity of 1106; a large number of offices occupied by the headquarters of various veteran groups; meeting halls; band practice rooms; a Men's Club Room and Women's Cocktail Lounge; the Green Room, handsomely furnished and functioning as a library and reading room; and a Trophy and Souvenir Gallery.

A total of 174 veteran associations and units meet regularly in the Veterans Building. They include the American Legion and its Auxiliary, the Sons of the Legion, the United Indian War Veterans, the Veterans of Foreign Wars, the Gold Star Mothers, the Daughters of the American Revolution, the Disabled American Veterans of the World War, the Forty and Eight and Eight and Forty, the Jewish War Veterans, the Military Order of the Purple Heart, the United Veterans of the Republic, the United Spanish War Veterans, and scores of other well known organizations. The California Society of The Sons of the American Revolution maintains an excellent genealogical library of some 6,000 volumes as well as many old manuscripts, local histories and family records. It is open to the public and is frequently visited by students of early American history looking for source materials.

During the year, 152 performances and attractions of various kinds were given in the Auditorium. They consisted of conventions, lectures, concerts and dances. On most of these occasions, The Auditorium was rented to non-veteran sponsors. The American Legion War Memorial Commission, by arrangement with our Board, retains the major portion of the rent charged and pays

to us a sum sufficient to cover the cost of light, heat and janitorial service employed by reason of each engagement.

But the rooms used by the largest number of persons,—practically all of them veterans or their affiliates—are the meeting halls. During 1941 there were 4544 scheduled meetings. While no attempt was made to keep an accurate record of attendance, a conservative estimate would be that at least 455,000 people entered the Veterans Building for this purpose alone.

Adding to this figure the hundreds of persons employed daily in the various unit headquarters, the large number of veterans using the Club Room and Green Room and over 115,000 in attendance at the Auditorium performances, it is safe to state that the traffic in this portion of the building comes to about 570,000 visitors per year. These figures are given primarily to underline the fact that the inevitable wear and tear on the facilities of the building caused by such a concourse of people brings about many problems of upkeep and replacement of equipment with which the Board is concerned. The same problems arise, in a somewhat lesser degree, in the Opera House.

(b) The San Francisco Museum of Art. This progressive institution occupies the top floor of the Veterans Building. It is the museum of the San Francisco Art Association, and under the able directorship of Dr. Grace L. McCann Morley has become one of the leading centers of artistic education in the country. As an indication of its importance in its field, it may be noted that out of town newspapers and periodicals of national circulation devoted some 6,000 inches of space to its activities during the year.

Over 120 exhibitions of various types were held during 1941. They included contemporary painting, sculpture, prints, drawings, photography, and decorative arts and combined to furnish a very complete survey of modern developments. About 147,000 citizens made use of the museum and approximately 8,000 children attended special courses in the appreciation of art. An outstanding collection of books on art is available to students and research workers in the museum library.

The museum has made available to San Francisco residents the works of masters, old and new. But more than that, the wise

diffusion of its activities in artistic education, under a competent staff, has brought it nation-wide recognition and has advertised a rebirth of the city's cultural leadership dating from the opening of the War Memorial.

(c) The Opera House. This is the only municipally owned opera house in the United States. Its seating capacity is 3,252. It is not only attractive architecturally and in its interior decorations, but the technical resources of its stage and the spacious and commodious dressing rooms available for the use of both stars and chorus make it the most up-to-date edifice of its kind in the world. Nor has the convenience of the public been overlooked. As one indication of public service I may cite the fact that several hundred outlets for hard-of-hearing aids have been installed throughout the house and hearing-aid headsets may be used by patrons without charge. Thus full enjoyment of any performance may be had by those who may be handicapped by defective hearing.

The Opera House is one of San Francisco's show places. We maintain a guide there, Mr. Julian Bagley. Always courteous and accommodating, and with a wide knowledge of the building's facilities and history, he shows groups of visitors through the house daily. They totaled over 3,300 during the year, and came from all over the United States as well as several foreign countries. They included many distinguished personages in the realm of music as well as scores of high school students who inspected the Opera House as part of their cultural education.

In the Trustees' Room is an official guest book which all of the artists who have appeared in the Opera House for several years past have signed. It contains an imposing roll of the world's great singers, musicians and lecturers and is one of the most valued possessions of our Board. Arrangements are now under way to place in some suitable location bound volumes containing the programs of all performances held in the Opera House since its opening. They tell a story of artistic triumphs and of unsurpassed cultural opportunities offered to the public of San Francisco.

We have afforded to the San Francisco Opera Guild the use of one of the rooms off the grand foyer for a musical reference library. On the upper floors the San Francisco Opera Association





A CORNER OF THE GRAND FOYER, WAR MEMORIAL OPERA HOUSE

and the Musical Association of San Francisco have their offices. In the basement is a well equipped emergency hospital, with a registered nurse in attendance during all performances. A number of minor ailments, such as fainting, headaches and indigestion were taken care of during the year.

In 1941 the Opera House was rented 141 times, with an aggregate attendance of about 423,000 people. Among the leading artists whom they enjoyed were the violinists Yehudi Menuhin, Mischa Elman and Jascha Heifitz; the pianists Arthur Rubenstein and Vladimir Horowitz; the concert singers Marian Anderson, Gladys Swarthout and John Charles Thomas. Other notable events were the lectures delivered by H. V. Kaltenborn, Mrs. Franklin D. Roosevelt, and Dorothy Thompson; the concert of sacred music under the sponsorship of the San Francisco Conference of Christians and Jews; the recital by the Don Cossack Chorus; the British War Relief Show in which the star was the famous English comedienne Gracie Fields; the series of performances by the Ballet Russe de Monte Carlo and the very creditable annual spring season of the San Carlo Opera Company.

The two regularly established and outstanding musical offerings of the year were the concert series of the San Francisco Symphony Orchestra and the Grand Opera season. The Symphony, under the capable and inspired conductorship of Pierre Monteux, is recognized as one of the world's finest organizations of its kind. The large attendance at its Friday afternoon and Saturday evening performances evidenced the eager response of San Franciscans to the opportunity to hear symphonic masterpieces played by master musicians.

The season of grand opera produced by the San Francisco Opera Association was, as usual, the artistic apogee of the year. The famous guest stars, as well as the high quality of the chorus, ballet, stage direction and orchestration gave assurance that we need not leave the city limits to find the finest operatic perform-

ances available anywhere. The season's repertoire, stars and conductors follow:

DON PASQUALE (Donizetti) with Salvatore Baccaloni, Bidu Sayao, John Brownlee.

Gennaro Papi, Conducting.

DER ROSENKAVALIER (Strauss) with Lotte Lehmann, Rise Stevens, Alexander Kipnis, Margit Bokor, Irra Petina, Walter Olitzki, Karl Laufkoetter.

Erich Leinsdorf, Conducting.

DAUGHTER OF THE REGIMENT (Donizetti) 2 performances with Lily Pons, Raoul Jobin, Irra Petina, Salvatore Baccaloni.

Gennaro Papi, Conducting.

LA TOSCA (Puccini) with Stella Roman, Charles Kullman, John Brownlee, Salvatore Baccaloni.

Gaetano Merola, Conducting.

MADAME BUTTERFLY (Puccini) 2 performances with Licia Albanese, Frederick Jagel, Irra Petina, John Brownlee, Lorenzo Alvary, George Cehanovsky.

Gennaro Papi, Conducting.

BARBER OF SEVILLE (Rossini) 3 performances with Bidu Sayao, Lawrence Tibbett, Salvatore Baccaloni, Ezio Pinza, Irra Petina.

Gaetano Merola, Conducting.

TANNHAUSER (Wagner) 2 performances with Stella Roman, Lauritz Melchior, Julius Huehn, Alexander Kipnis, Anthony Marlowe.

Erich Leinsdorf, Conducting.

CARMEN (Bizet) with Gladys Swarthout, Raoul Jobin, Robert Weede, Licia Albanese, Thelma Votipka, George Cehanovsky.

Erich Leinsdorf, Conducting.

LOVE OF THREE KINGS (Montemezzi) with Grace Moore, Charles Kullman, Ezio Pinza, Robert Weede.

Italo Montemezzi, Conducting.

SIMON BOCCANEGRA (Verdi) with Lawrence Tibbett, Stella Roman, Frederick Jagel, Ezio Pinza, Thelma Votipka, John Brownlee.

Erich Leinsdorf, Conducting.

RIGOLETTO (Verdi) with Lawrence Tibbett, Lily Pons, Jan Peerce, Lorenzo Alvary, Irra Petina, George Cehanovsky.

Gennaro Papi, Conducting.



### 3. PERSONNEL OF THE BOARD

At the end of 1940 the terms of three members of the Board expired. They were retiring President Thomas M. Foley, Ralph J. A. Stern and Allison E. Schofield. All had carried out their duties, during six years, conscientiously and well. All had been appointed as representatives of veteran bodies. All of them believed and so indicated to the Mayor, that other capable veterans should be afforded the opportunity of serving on the Board, in line with the policy of rotation in office announced by the County Council of The American Legion.

Mayor Rossi, acceding to their wishes, and acting upon the recommendation of veteran leaders, appointed three new trustees: Alvin Gerlack, Edward Sharkey and Claudius A. Marckley. A vacancy existed on the Board which had not been filled since the death of Horace B. Clifton in 1939. In his place the Mayor appointed Guido J. Musto. After only a few days in office Mr. Sharkey resigned, and his place was taken by Walter A. Leonetti, also a veteran. In February, Dr. Alanson Weeks resigned because his office hours made it very difficult for him to attend our afternoon meetings. By his resignation the Board lost a forthright and clear thinking member. Fortunately, however, the Mayor reappointed in his place Ralph J. A. Stern, whose constructive suggestions in the past had been the starting points of many improvements and embellishments in the War Memorial. It is regrettable that his continued illness has deprived us of the counsel of Trustee J. H. Threlkeld.

During the year we have tried to function more precisely than before through committees. The responsibilities of each committee have been definitely defined and so far as possible matters coming within their jurisdiction have been immediately forwarded to them by the office so that they would be in a position to present their reports at the next meeting of the Board. All committees have fulfilled their assignments and have aided in speeding up the busi-

ness of the Board. At the beginning of the year, five standing committees were appointed, as follows:

Budget and Finance: Milton, Chairman; Sullivan and Weeks

Art: Koster, Chairman; Gerlack and Tobin

Opera and Symphony: Musto, Chairman; Koster and Weeks

Veterans: Marckley, Chairman; Leonetti and Sullivan

Buildings: Tobin, Chairman; Gerlack and Musto

As President, I instituted the practice of having regular office hours in our office at the Veterans Building between four and five o'clock each Tuesday. I believe that this practice should be continued at whatever hours may be convenient for the incoming President—for the following reasons: The responsibilities of administering a six million dollar investment are great. While questions of policy are for the Board as a whole, many matters arise in the intervals between our monthly meetings which should not be left to the sole discretion of the office staff, however competent it may be. In accepting the honor and authority of the chairmanship of the Board, one must assume the responsibility of looking and listening. By this I mean looking at the plant under our charge, inspecting new installations and spots where repairs may be needed, and seeing that jobs ordered are properly completed. By listening I mean hearing the reports and suggestions of the Managing Director and the Secretary regarding rental applications, employee personnel, finances, public relations, correspondence and a number of other details and making, if necessary, a decision. With a full-time paid staff and a board of laymen who meet only once a month, there is the apparent danger that the former will become much more familiar with the practical operation of building management than their employers. This condition should not arise and may be prevented, in the most co-operative spirit, by members of the Board, and particularly the President, devoting regular hours to the task of supervision. I take pleasure in reporting that during my term, several members of the Board have spent many hours in familiarizing themselves with the property under their charge.

#### 4. OFFICE STAFF AND OTHER EMPLOYEES

The office staff of the War Memorial is composed of a Managing Director, a Secretary and a Clerk-Stenographer. On January 1 1941, our first Managing Director, who had been appointed in 1932 and had carried out his duties faithfully and with distinction, passed away. Selby C. Oppenheimer was noted throughout music circles of America as an impresario. He could call many great artists his intimate friends. He reached the objective which he was chosen to attain—to establish the Opera House as the dwelling place of artistic perfection. Yet he was activated more by common sense than by the proverbial artistic temperament. When he died the members of the Board realized that they had lost not only a trusted employee but also a sincere friend. The following resolution was adopted unanimously:

“Whereas, Selby C. Oppenheimer was appointed on November 1, 1932 as the first Managing Director of the War Memorial of San Francisco, and served in that capacity until his untimely death on January 1, 1941; and

Whereas, during the intervening years he was charged, under successive Boards of Trustees, with the operation and management of the War Memorial Opera House and Veterans Building; and

Whereas, his wide background of experience in the production of opera and concerts enabled him to make contacts and procure engagements that filled our Opera House with the leading artists of the world, so that its reputation as the home of fine music is unsurpassed; and

Whereas, his general disposition and sympathetic point of view and his unwavering honesty and sincerity of purpose enabled him to understand and solve the many problems of management involving the veteran, art, symphony and opera groups occupying the buildings; and

Whereas, his conscientious attention to his duties, day and night, was responsible in great measure for the public recognition of these buildings as centers of culture and comradeship;

Therefore, Be It Resolved by the Board of Trustees of the War Memorial of San Francisco, in regular meeting assembled, that we mourn the passing of a faithful official and warm friend, and that we offer our heartfelt condolence to his widow, Blanche Oppenheimer, who so devotedly shared his love, companionship, and artistic life."

Friends of Mr. Oppenheimer provided for a bronze plaque commemorating his years of service which was placed appropriately in the Trustees' Room of the Opera House, beside the tablet containing the names of the original Board of Trustees who appointed him as Managing Director.

It was a difficult task to find a new Managing Director. Mr. Oppenheimer had fulfilled his mission of raising the War Memorial to the top of the list of institutions wherein, in addition to the facilities for the comradeship of war veterans, the best in opera, symphony, concerts, ballet and art could be found. It was no longer necessary to cajole artists to appear in our Opera House—to the contrary, it was sometimes embarrassing to allocate datings among those whose primary objective in a visit to the Pacific Coast was to have a booking there. The Grand Opera season and the Symphony series were established features. But the buildings were now nine years old, and had undergone more than their fair share of wear and tear. The major concern of our Board for the immediate future, therefore, was for building maintenance. The prospective fulfillment of this requirement weighed heavily in our choice of a new Managing Director.

For a brief period following Mr. Oppenheimer's death, our Secretary, Ira G. Thompson, was Acting Managing Director. Meanwhile, applications for the new opening, written and verbal, backed by recommendations from a variety of sources, poured in. Ten individuals let it be known formally that they wanted the job. All were qualified for some phases of the position, but by the very nature of the ramifications of the directorship, none had the experience to fill immediately all of its requirements. The Board examined all applications carefully and conscientiously and finally selected by unanimous vote Mr. Edward Sharkey, who has served as Managing Director since January 17, 1941.

Mr. Sharkey undertook a difficult assignment. Having held high offices in The American Legion, he understood thoroughly the sometimes delicate problem of relationship between the Board and the various veteran organizations living in the Veterans Building. His contact with the other regular tenants of the War Memorial was a new venture. His knowledge of the particular routine of our office necessarily had to be acquired by practice and observation. His prior experience in the practical aspects of building construction and maintenance gave him a good foundation for the most important category of his new responsibilities.

I am glad to report that throughout the year, our Managing Director has made every effort to learn his new duties and to carry them out and has, measured by the relatively short time available, succeeded remarkably well. Insofar as the upkeep of the buildings is concerned—which has been emphasized as his chief responsibility—he has accomplished a first rate job. It has been my observation that he has maintained cordial relationships with the representatives of the opera, symphony, art and veteran beneficiaries of the War Memorial, while at the same time upholding the policies and enforcing the regulations of our Board regarding these and other tenants. His supervision of our employees has been sound and has heightened their morale. He has been wise in consulting our Secretary, Mr. Thompson, on various problems of internal management that have arisen.

There is room for Mr. Sharkey's improvement in his approach to certain aspects of office routine. Moreover, it must not be forgotten that the executive officer of our Board should not allow himself, notwithstanding past prominence, to be drafted into public appearances on behalf of veteran or other groups, whereby what he may do or say may carelessly be taken to reflect the opinion of the Board that employs him. However, the practical and diplomatic sides of the Managing Director's task cannot be mastered in a day or even a year. Mr. Sharkey has successfully passed a probationary term and I can and do commend him for a sincere and loyal attitude and a job well done.

Our Secretary, Mr. Ira G. Thompson, has continued to function effectively, not only on his own assignment, but also as a pinch

hitter. During the last few months of 1940, while Mr. Oppenheimer was ill, Mr. Thompson assumed a double burden. This extra load of duties was carried into the opening months of 1941, giving our new Managing Director the opportunity to survey and appraise his responsibilities. Mr. Thompson is not only an expert accountant and secretary, but his initiative and interest in the problems, large and small, that must be solved day by day, have attained for him an accurate factual background for convenient office use, and a sound judgment on matters of policy which should be of constructive assistance both to our incoming President and our Managing Director.

The remaining member of our staff is Mr. Daniel P. O'Sullivan, technically classified as clerk-stenographer. He has fulfilled both roles of this dual category cheerfully and well.

We have 39 other permanent employees,—janitors, elevator operators, watchmen, engineers, electricians, a window cleaner, an elevator mechanic, a stage carpenter, a stage property man, a painter and an opera house guide. The painter was finally given to us in the current budget, after several years of pleading before the Board of Supervisors. The money he saves us in preserving and redecorating our plant is worth several times his annual wages. We need extra janitors—at least two—for whom we have asked in vain for several years. The square foot area which our janitors are required to clean is substantially in excess of that in the typical down-town office building, and the staggered hours which matinee and evening performances force us to observe enhance the difficulties and increase overtime work.

The morale of the employees has improved during the last year. In the past there had been an excessive turnover in personnel, particularly among the janitors. This was attributable to a misunderstanding of the Board's policy regarding overtime, promulgated in line with regulations of the Civil Service Commission and now straightened out, together with the inevitable odd hours which had to be worked because of afternoon and evening performances and the opportunity of more attractive working hours in other city departments. However, during the year with the co-operation of the Managing Director and Mr. John McGuire, our Foreman



Janitor, we have established a better working schedule and have stabilized our janitorial personnel.

Several of the other employees on our payroll are expert technicians in their respective trades, and their skill and experience have been important factors in building maintenance and in back stage perfection in Opera House performances.

## 5. REPAIRS AND IMPROVEMENTS

At every meeting of our Board, a substantial portion of the agenda consists of a report and discussion on jobs on order, under way, and completed. We have in our charge an investment of over six million dollars in buildings which are used, day and night, more than any other public buildings in San Francisco. They must inevitably deteriorate. It is our task, within the limits of the funds made available to us, to see that the Veterans Building and the Opera House do not degenerate into shabbiness or drabness, but maintain, functionally and in appearance the usefulness and dignity for which they were designed. There are many things which should be done, in the name of sound business management if nothing else, which are beyond our reach. But as an indication of what we have been able to accomplish during the past year, I list the following examples:

For the Veterans Building, an awning, similar to that in front of the Opera House, was installed before the main entrance; the walls and fixtures of most of the rooms were washed by a W.P.A. crew; all of the skylights were thoroughly cleaned; the drapes in the meeting halls were renovated; ventilating fans were installed in the Clubroom and Cocktail Lounge.

In the Opera House, the main valance curtain and the ornamentation over the proscenium arch were cleaned for the first time since the building opened; showers were built in both the men's and women's chorus rooms; new rubber matting was laid in the outer foyer; the main switchboard was rewired and adjusted; the orchestra pit and the symphony set were repainted and the standee space in the rear of the orchestra section was redecorated; the galleries backstage were cleaned and storage conditions of stage properties corrected, thereby eliminating a fire hazard.

For the benefit of both buildings, sidewalks around the Memorial were repaired; additional units were added to our flood lighting program; a serious water seepage in the tunnel connecting the buildings and in both basements was controlled; changes were made in our electrical connections to eliminate a portion of the standby load, thus saving about \$60.00 per month during the off season; the parking lanes in the rear of both buildings were relined and renumbered; scores of minor repainting and replastering jobs were completed; a floor cleaning machine was purchased to accomplish a more thorough job of scrubbing and polishing the floors of both buildings.

The above recites merely the highlights. There were actually dozens of other jobs completed of equal importance in maintaining the Memorial in proper condition. It is a truism to say that labor and materials cost money. These jobs cost plenty of money. Some of it came out of our current budget, but for a large portion of the expense we had to resort to our War Memorial Reserve Fund.

This fund is authorized by an ordinance passed in 1939 appropriating an amount equal to 15% of the annual revenue derived from the use of the Opera House and Veterans Building for necessary improvements, additions, and reconstruction, and replacements due to physical and functional depreciation. During the current fiscal year we have expended or committed the major portion of this fund—about \$6200.

But there is still much to be done. The inevitable tendency, both on the part of the Board and of the budget controlling authorities in the City Hall is to take the attitude that if money is not available in current appropriations for the department, at least we have an ace in the hole in the reserve fund. But that fund was never intended to be drawn on for expenditures involving ordinary upkeep and repairs. It was essentially and solely set up to provide for capital improvements and replacements. As each year passes, the time approaches when the depreciation on these buildings, if they are to maintain the standard of serviceability for which they were dedicated, must be offset by dollars put to work and not just written off on paper.



In fact, the time has now arrived when the War Memorial must deteriorate in appearance and usefulness unless it has more funds. I realize fully that we are at war and that there are more important demands upon both governmental and private resources. But I recommend as a principle of sound management and maintenance that when peace is restored, if not sooner, the unencumbered share of our revenue going to our reserve fund be increased from 15% to 25%. In keeping our War Memorial wholesome, active and intact perhaps we may rededicate and reconsecrate it in memory also of those who will lay down their lives for their country in this great renewal of the war we failed to finish.

## 6. REVENUES AND INCOME

Our ordinary operating expenses are provided for in the annual municipal budget adopted by the Board of Supervisors. For the current fiscal year of 1941-1942, this appropriation was \$133,-271.00. The chief items covered by it are salaries, wages, heat, light and power, materials and supplies, equipment and services of other departments. But by no means all of this sum is paid out of tax revenues. All of our income from rentals goes to the city treasury and offsets, by the amount collected, the total appropriation. As this fiscal year is not yet completed, the amount of our current earnings is not available. During the year ending June 30, 1941, however, we took in \$50,862.74. Our budget for that period was about the same as this year; our expenditures exceeded our revenues by approximately \$82,000. (See Appendix B.) It is both interesting and startling to note that this figure represents less than one and one-third per cent of the money invested in our plant. We do not feel, therefore, that in maintaining and preserving the War Memorial on such a slim margin we have been burdensome to the tax paying public.

By far the larger portion of our earnings come from rentals of the Opera House. Other sources are payments by the concessionaire who operates the Opera House buffet, and service charges received for use of the Veterans Auditorium. Notwithstanding the fact that over 90% of our earned income is derived from the Opera House, the Board has been careful in authorizing expendi-

tures to divide all available moneys equitably between the two buildings, so that practically the same amount is spent annually on the upkeep of both buildings.

In making our annual budget requests to the Mayor and Board of Supervisors we have never asked for more than we believed was actually needed, and we never have received as much as we asked for. In the coming year there will undoubtedly be curtailment in appropriations due to emergency expenditures necessitated by the war. But in my opinion it would be a short sighted policy to cut in any respect the funds appropriated for the current year. To the contrary they should be modestly increased. It is to be expected that not so many shows and concerts will be given in the coming months, so that our rental revenues will be materially decreased. The cost of materials and supplies of all kinds has gone up. Yet the buildings will be used more than ever before not only by veteran organizations but very possibly by civic and military authorities. The facilities which they offer, appropriate for many uses in war as well as in peace, should be maintained in proper condition.

We administer also a trust fund donated to us by the directors of the Panama Pacific International Exposition, held in 1915, upon the dissolution of that corporation. The principal of this fund amounts to \$15,000.00. It has been invested with expert advice, in bonds which bring a return of \$597.50 per year. A list of the securities will be found in Appendix C.

By the terms of the trust this fund is employed to support a Fellowship in Pacific Coast History at the University of California. A new student, selected by the University Regents, is appointed each year, and he is required to write a thesis on some aspect of international expositions. Mr. John Denton Carter held the fellowship for the term ending June 30, 1941, and he presented a most interesting paper on "Aviation at the Panama-Pacific International Exposition." He describes in detail the then astounding plan to promote a round-the-world aerial race to advertise the exposition, which was frustrated only by the outbreak of World War I. The daring of our present day warriors of the air is equalled only by the imagination and intrepidity of those aviation

pioneers of 1914. The holder of the Fellowship for 1941-1942 is Mr. Hugh Taylor.

We also have acquired from the Panama-Pacific International Exposition a number of sets of Todd's official five volume history of the Exposition, some of which are distributed yearly to interested students and libraries. In addition, we have under our charge forty murals originally hung in the exposition buildings. Many of them have been loaned to various schools and other institutions and eight of them, by Brangwyn, constitute the chief decorative motif of the walls of the Veterans Auditorium.

## 7. RENTAL RATES AND POLICIES

The rates which we charge for use of the Opera House have become stabilized through a close adherence to the schedule adopted by this Board two years ago. It sets up standard rentals for grand opera, symphonies, general commercial uses, fraternal meetings, school programs, civic celebrations, and engagements for charitable purposes. Two amendments to this resolution were adopted during the year—one allowing a \$250 basic charge per performance when the same tenant gives ten or more performances during a fiscal year, the other extending the flat \$200 rate allowed the Young People's Symphony to include also grand opera for the benefit of students sponsored by the San Francisco Opera Guild.

Under our resolution, special rates may be made only upon a proper showing that the requested use has not been contemplated or described in the several classifications listed above. Our strict adherence to this rule was illustrated by the fact that only half a dozen engagements out of 141 held during the year were granted special rates. Among them were such worthy causes as the free concert of sacred music given by the San Francisco Conference of Christians and Jews, the Red Cross Roll Call, and "The Wizard of Ord" a show put on by the enlisted men from Fort Ord. There will be an increasing demand for special concessions, but in my opinion we should continue to be careful not to break down our rate structure.

Long ago the Board established the policy of staying out of competition with our legitimate down town theaters. This policy also should be continued. While an exact formula cannot be set up, we should not book plays, dramas or musical shows that ordinarily would be housed elsewhere. Nor is the Opera House, with a few possible exceptions when no other accommodation is available, the place for convention meetings. An informal approach was made during the year by interested parties to have us induce conventions here by making special low rates. But after proper explanation, this effort to misuse the Opera House was abandoned.

We are not quite in the same position as other municipal boards who have the administration of public buildings under their jurisdiction. We are not only managers, but trustees as well, and therefore obligated to see that this War Memorial is put to no use repugnant to the trust agreement which played so large a part in its creation. Therefore we have the right, and have exercised it on occasion, of refusing the use of the Opera House for events which however praiseworthy they may be in other surroundings, do not fit into the War Memorial plan of operation.

In this connection an incident arose during the year which caused considerable publicity in the local press. We refused the application of the Town Hall Forum of the West made in the month of August, for a reservation in the month of January, 1942 for a debate between two prominent lecturers on the question "It Can Happen Here," which admittedly would be a discussion of whether or not a dictatorship would be established in this country. We were waited upon among others, by a representative of The American Civil Liberties Union, who charged us with discrimination, censorship and dictatorship.

After a full hearing, the Board unanimously reaffirmed its position. Aside from the fact that several private theaters and auditoriums were available for this debate, I believe that as your President I voiced the unanimous sentiment of the Board when I told the delegation at our meeting that the controlling reason for our action was that "a debate on whether or not there can be a dictatorship in this country—a debate to be held next January when this country may be in the war—is not a proper subject for

a civic Opera House built for and dedicated to the veterans of the last war."

January came and with it a new war against dictatorships and in my opinion the soundness of our judgment is best demonstrated by an appreciation of what might have happened in the Opera House if the contemplated debate had been allowed.

The Board took another firm stand on a matter of policy during the year. We received a request from the Musicians Union that we enforce a regulation that all music used in conjunction with any entertainment held in the War Memorial be furnished either by members of that Union or by those holding permits from it. We told the Union that we hired no musicians ourselves and that we would not impose upon our tenants the closed shop as a prerequisite to the use of the War Memorial.

## 8. CONCLUSION AND APPRECIATION

It has been my duty and pleasure during the year to contact the officers of various organizations with which our Board does business. I have found their attitude to be one of consistent co-operation in maintaining the buildings on the high standard which we all have set for them.

The American Legion War Memorial Commission has been particularly co-operative this last year. It has held to strict accountability those few individuals and organizations who through carelessness and wantonness have damaged property and fixtures within the Veterans Building. It has at its own expense, installed exhaust fans for the ventilation of the Clubrooms and has employed a special policeman to regulate parking in the rear of the building. A spirit of mutual respect and helpfulness between our two Boards has been engendered. I present my compliments to the Commission and to Dr. Charles Kleupfer, its chairman, and Mr. W. B. Dorsett, its general manager.

Mr. Robert Watt Miller, President of the San Francisco Opera Association and Mr. Paul Posz, its Business Manager, in a number of conferences throughout the year, have given every indication of their desire to achieve smoother teamwork in the daily operations in which we are so closely connected. They have recognized our

problems of finance and upkeep as we have recognized theirs, and I am sure that we start the new year with a clearer understanding of our respective responsibilities. The concessions in the Opera House, under contract to Mrs. Deborah C. O'Brien, have been operated in a courteous and capable manner.

As President of The Musical Association of San Francisco, Mrs. Leonora Wood Armsby has made many constructive suggestions in connection with facilities and stage settings used for concerts by the Symphony Orchestra. She has carried out a big assignment graciously and well.

Mr. Arthur Brown, Jr., the well known architect, has been kind enough to give us his time in connection with several matters during the year in which we needed his expert advice.

I have already mentioned the able administration of the San Francisco Museum of Art by Dr. Grace L. McCann Morley.

In conclusion, I give my most cordial thanks to the members of the Board, all of whom have co-operated fully and intelligently in our common effort to do a good job. To my successor as President, Mr. Harry A. Milton, now the oldest member in years of service on the Board, I extend my congratulations. I know he will be captain of a fine team.

Sincerely,

RAMSAY MORAN

*President*

January 8, 1942

# APPENDIX A

## BOARDS OF TRUSTEES of the WAR MEMORIAL OF SAN FRANCISCO

1930\*

### TRUSTEES

K. R. Kingsbury, *President*

George T. Cameron, *Vice-President*

Frank N. Belgrano, Jr.

George Hearst

General Hunter Liggett

Robert I. Bentley

James I. Herz

James W. Mullen

Jesse C. Colman

Charles H. Kendrick

Richard M. Tobin

\* Original Board, confirmed by Board of Supervisors, March 3, 1930.

1931

### TRUSTEES

K. R. Kingsbury, *President*

George T. Cameron, *Vice-President*

Frank N. Belgrano, Jr.

George Hearst

General Hunter Liggett

Robert I. Bentley

James I. Herz

James W. Mullen\*

Jesse C. Colman

Charles H. Kendrick

Richard M. Tobin

\* James W. Mullen died July 25, 1931.

1932

### TRUSTEES

K. R. Kingsbury, *President*

George T. Cameron, *Vice-President*

Frank N. Belgrano, Jr.

George Hearst

General Hunter Liggett

Robert I. Bentley\*

James I. Herz

Harry A. Milton†

Jesse C. Colman

Charles H. Kendrick

Richard M. Tobin

\* Robert I. Bentley died February 22, 1932.

† Harry A. Milton confirmed January 18, 1932, vice James W. Mullen, deceased.

### STAFF

Selby Oppenheimer, *Managing Director*

W. C. Douglas, *Secretary*

Appointed November 1, 1932

Appointed September 8, 1932

1933

### TRUSTEES

K. R. Kingsbury, *President*

George T. Cameron, *Vice-President*

Frank N. Belgrano, Jr.

James I. Herz

John A. McGregor†

Colbert Coldwell\*

Charles H. Kendrick

Harry A. Milton

Jesse C. Colman

General Hunter Liggett

Richard M. Tobin

\* Colbert Coldwell confirmed January 2, 1933, vice George Hearst, term expired.

† John A. McGregor confirmed January 2, 1933, vice Robert I. Bentley, deceased.

### STAFF

Selby Oppenheimer, *Managing Director*

W. C. Douglas, *Secretary*



1934

# TRUSTEES

K. R. Kingsbury, <i>President</i>			George T. Cameron, <i>Vice-President</i>		
Frank N. Belgrano, Jr.	James I. Herz*	John A. McGregor	Colbert Coldwell	Charles H. Kendrick	Harry A. Milton
Jesse C. Colman	General Hunter Liggett	Richard M. Tobin			

\* James I. Herz resigned February, 1934. Col. Wm. H. Tobin, U. S. A. Ret., confirmed March 5, 1934, vice James I. Herz.

## STAFF

Selby Oppenheimer, *Managing Director*      W. C. Douglas, *Secretary*

1935

# TRUSTEES

K. R. Kingsbury,* <i>President</i>			George T. Cameron,* ‡ <i>Vice-President</i>		
Frank N. Belgrano, Jr.	Charles H. Kendrick	Allison E. Schofield † ‡	Colbert Coldwell	John A. McGregor	Ralph J. A. Stern †
Hon. Thomas M. Foley†	Harry A. Milton	Col. Wm. H. Tobin			

\* K. R. Kingsbury and George T. Cameron resigned December, 1935. Joseph S. Thompson and J. H. Threlkeld confirmed December 9, 1935, vice K. R. Kingsbury and George T. Cameron, respectively.

† Hon. Thomas M. Foley, Allison E. Schofield and Ralph J. A. Stern confirmed January 28, 1935, vice General Hunter Liggett, Richard M. Tobin and Jesse C. Colman, respectively, terms expired.

‡ Allison E. Schofield elected Vice-President May 2, 1935.

## STAFF

Selby Oppenheimer, *Managing Director*      W. C. Douglas, *Secretary*

1936

# TRUSTEES

Allison E. Schofield, <i>President</i>			J. H. Threlkeld,† <i>Vice-President</i>		
Frank N. Belgrano, Jr.*	Charles H. Kendrick	Ralph J. A. Stern	Colbert Coldwell	John A. McGregor	Joseph S. Thompson
Hon. Thomas M. Foley	Harry A. Milton	Col. Wm. H. Tobin			

\* Frank N. Belgrano, Jr., resigned October, 1936. Ramsay Moran confirmed October 26, 1936, vice Frank N. Belgrano, Jr.

† J. H. Threlkeld elected Vice-President March 19, 1936.

## STAFF

Selby Oppenheimer, *Managing Director*      W. C. Douglas, *Secretary*

1937

# TRUSTEES

Allison E. Schofield, <i>President</i>			J. H. Threlkeld, <i>Vice-President</i>		
Harold J. Boyd*	Charles H. Kendrick	Ramsay Moran	Colbert Coldwell †	John A. McGregor ‡	Ralph J. A. Stern
Hon. Thomas M. Foley	Harry A. Milton	Col. Wm. H. Tobin			

\* Harold J. Boyd confirmed January 4, 1937, vice Joseph S. Thompson, term expired; resigned, June, 1937; John J. Sullivan confirmed June 21, 1937, vice Harold J. Boyd.

† Colbert Coldwell resigned July, 1937. Dr. Alanson Weeks confirmed August 2, 1937, vice Colbert Coldwell.

‡ John A. McGregor resigned February, 1937. Horace B. Clifton confirmed February 8, 1937, vice John A. McGregor.

## STAFF

Selby Oppenheimer, *Managing Director*      W. C. Douglas, *Secretary*



1938

# TRUSTEES

J. H. Threlkeld, <i>President</i>	Ralph J. A. Stern, <i>Vice-President</i>
Horace B. Clifton	Harry A. Milton
Hon. Thomas M. Foley	Ramsay Moran
Charles H. Kendrick*	Allison E. Schofield
	John J. Sullivan
	Col. Wm. H. Tobin
	Dr. Alanson Weeks

\* Charles H. Kendrick resigned March, 1938. Frederick J. Koster confirmed April 4, 1938, vice Charles H. Kendrick.

# STAFF

Selby Oppenheimer, *Managing Director*      W. C. Douglas, *Secretary*

1939

# TRUSTEES

Ralph J. A. Stern, <i>President</i>	Horace B. Clifton,* <i>Vice-President</i>
Hon. Thomas M. Foley †	Ramsay Moran
Frederick J. Koster	Allison E. Schofield
Harry A. Milton	John J. Sullivan
	J. H. Threlkeld
	Col. Wm. H. Tobin
	Dr. Alanson Weeks

\* Horace B. Clifton died October 25, 1939.

† Hon. Thomas M. Foley elected Vice-President November 16, 1939.

# STAFF

Selby Oppenheimer, *Managing Director*      W. C. Douglas, *Secretary*

1940

# TRUSTEES

Hon. Thomas M. Foley, <i>President</i>	Ramsay Moran, <i>Vice-President</i>
Frederick J. Koster	Ralph J. A. Stern
Harry A. Milton	John J. Sullivan
Allison E. Schofield	J. H. Threlkeld
	Col. Wm. H. Tobin
	Dr. Alanson Weeks

# STAFF

Selby Oppenheimer, *Managing Director*

\*W. C. Douglas, *Secretary*, January 1, to April 30, inclusive

Daniel P. O'Sullivan, *Acting Secretary*, May 1 to May 15, inclusive

Ira G. Thompson, *Secretary*, appointed May 16, 1940.

\* W. C. Douglas died April 30, 1940.

1941

# TRUSTEES

Ramsay Moran, *President*      Harry A. Milton, *Vice-President*

Alvin Gerlack*	C. A. Marckley**	John J. Sullivan
Frederick J. Koster	Guido J. Musto‡	J. H. Threlkeld
Walter A. Leonetti†	Ralph J. A. Stern§	Col. Wm. H. Tobin

\* Alvin Gerlack confirmed December 30, 1940, vice Thomas M. Foley, term expired January 2, 1941.

† Walter A. Leonetti confirmed January 13, 1941, vice Edward J. Sharkey, resigned.

\*\* C. A. Marckley confirmed December 30, 1940, vice Allison Schofield, term expired January 2, 1941.

‡ Guido J. Musto confirmed December 30, 1940, vice Horace B. Clifton, deceased.

§ Ralph J. A. Stern confirmed February 17, 1941, vice Dr. Alanson Weeks, resigned.

Edward J. Sharkey confirmed December 30, 1940, vice Ralph J. A. Stern, term expired January 2, 1941. Edward J. Sharkey resigned January 12, 1941. Dr. Alanson Weeks resigned February 16, 1941.

# STAFF

\* Edward J. Sharkey, *Managing Director*, appointed January 17, 1941, vice Selby Oppenheimer.

† Ira G. Thompson, *Secretary*.

\* Selby Oppenheimer died January 1, 1941.

† Ira G. Thompson, acting managing director, January 7, 1941 through January 16, 1941.

## APPENDIX B

### WAR MEMORIAL OF SAN FRANCISCO

#### Statement—Cash Receipts and Disbursements

Fiscal Year 1940-41

REVENUES:	<u>Total</u>	<u>Opera House</u>	<u>Veterans Building</u>	<u>Museum</u>
Basic Rentals .....	\$ 35,975.00	\$35,975.00	\$	
Percentage above basic rentals.	4,243.97	4,243.97		
Rehearsals .....	550.00	550.00		
Office Rentals .....	2,400.00	2,400.00		
Concessions .....	3,291.20	3,291.20		
Vending Machines (pro-rated)	51.07	23.49	27.58	
Service Charges .....	4,351.50		4,351.50	
	\$ 50,862.74	\$46,483.66	\$ 4,379.08	
EXPENDITURES:				
Personal Services:				
Permanent .....	\$ 84,299.99	\$33,353.98	\$43,998.85	\$ 6,947.16
Temporary .....	6,440.59	3,459.47	2,552.84	428.28
Wages .....	1,712.50	1,700.00	12.50	
Contractual Services .....	2,160.23	1,133.77	937.33	89.13
Materials and Supplies .....	4,902.22	2,745.56	1,650.95	505.71
Services of Other Departments	5,867.73	3,806.84	2,060.89	
Scavenger Services .....	400.20	200.10	200.10	
Maintenance of Fire Alarm...	780.00	528.00	252.00	
Electricity and Gas.....	20,127.59	7,817.13	5,554.63	6,755.83
Equipment .....	196.03	45.80	150.23	
Reserve Fund expenditures...	6,325.85	2,396.50	3,929.35	
Settlement Pub. Liability claim	275.00		275.00	
	\$133,487.93	\$57,187.15	\$61,574.67	\$14,726.11
		\$118,761.82		
Expenditures exceed revenues.	\$ 82,625.19	\$10,703.49	\$57,195.59	\$14,726.11
	\$ 82,625.19	\$67,899.08		\$14,726.11

## APPENDIX C

### PANAMA-PACIFIC INTERNATIONAL EXPOSITION MEMORIAL FELLOWSHIP TRUST BOND HOLDINGS

Bond No.	Name of Bonds	Int. Rate	Maturity	Par Value
6212	Pacific Gas & Elec. Co.....	3½%	6/1/66	\$ 1,000.00
6213	Pacific Gas & Elec. Co.....	3½%	6/1/66	1,000.00
586	California Water Service...	4 %	5/1/61	1,000.00
4280	California Water Service...	4 %	5/1/61	1,000.00
8715	Consumers' Power Company	3½%	11/1/67	1,000.00
8716	Consumers' Power Company	3½%	11/1/67	1,000.00
1317	City of Vernon.....	4¾%	10/1/44	1,000.00
1318	City of Vernon.....	4¾%	10/1/44	1,000.00
1772	So. Pacific-S. F. Terminal...	4 %	4/1/50	1,000.00
2278	So. Pacific-S. F. Terminal...	4 %	4/1/50	1,000.00
8937	Calif. Toll Bridge Auth...	4 %	9/1/76	1,000.00
189	Emporium-Capwell Co. ...	4 %	1/1/52	1,000.00
806	Emporium-Capwell Co. ...	4 %	1/1/52	1,000.00
1319	City of Vernon.....	4¾%	10/1/44	1,000.00
7305	City of New York.....	3½%	5/1/54	750.00
111	City of New York.....	3½%	5/1/54	250.00
				\$15,000.00

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SAN FRANCISCO

BOARD OF TRUSTEES  
OF THE  
WAR MEMORIAL  
OF SAN FRANCISCO



PRESIDENT'S  
ANNUAL REPORT

1942



# ANNUAL REPORT

OF THE

PRESIDENT OF THE BOARD OF TRUSTEES

OF THE

# WAR MEMORIAL

OF

SAN FRANCISCO



*January 14, 1943*





# CITY AND COUNTY OF SAN FRANCISCO

---

ANGELO J. ROSSI  
Mayor

---

BOARD OF TRUSTEES  
OF THE  
WAR MEMORIAL OF SAN FRANCISCO

---

HARRY A. MILTON, President  
C. A. MARCKLEY, Vice-President  
ALVIN GERLACK  
CHARLES B. KLEUPFER\*  
FREDERICK J. KOSTER\*\*  
WALTER A. LEONETTI  
FELIX S. MCGINNIS†  
RAMSAY MORAN‡  
GUIDO J. MUSTO  
RALPH J. A. STERN  
JOHN J. SULLIVAN  
J. H. THRELKELD  
COL. WILLIAM H. TOBIN

---

\*Confirmed vice Moran, Sept. 24, 1942.

\*\*Resigned Sept. 21, 1942.

†Confirmed vice Koster, Sept. 24, 1942.

‡Resigned Sept. 21, 1942.

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WAR MEMORIAL STAFF  
EDWARD J. SHARKEY, Managing Director  
IRA G THOMPSON, Secretary to the Board



San Francisco, California,  
January 14, 1943.

HONORABLE ANGELO J. ROSSI, MAYOR,  
AND THE BOARD OF TRUSTEES OF THE  
WAR MEMORIAL OF SAN FRANCISCO.

Gentlemen:

As the retiring President of the Board of Trustees of the War Memorial of San Francisco, I submit herewith my report of the business transacted by the Board and a resume of the Department's activities during the past year.

It is a privilege to serve on this Board as a trustee for these magnificent buildings, which were erected to the memory of those who died while serving in the armed forces of our country. To have been selected as President of this Board is an honor which I will long remember and a memory I will always cherish.

The history and origin of the War Memorial have been written into the record by the reports published in prior years. I will, therefore, confine my report to the business which was transacted during my term as President. I desire to express my gratitude to the members of the Board, to our Managing Director, to the Secretary to the Board and to our General Clerk, for the splendid cooperation accorded me during the past year.

Sincerely,

HARRY A. MILTON.

My report follows:



## Committee Assignments, Calendar Year 1942.

### BUDGET AND FINANCE:

Vice-President	C. A. Marckley, Chairman
Trustee	Ralph J. A. Stern
Trustee	John J. Sullivan

### ART ASSOCIATION:

Trustee	Frederick J. Koster, Chairman (Jan.-Sept., Incl.)
Trustee	Col. William H. Tobin, Chairman (Oct.-Dec., Incl.)
Trustee	Alvin Gerlack
Trustee	Felix S. McGinnis, apptd. Oct. 8, 1942

### OPERA AND SYMPHONY:

Trustee	Guido J. Musto, Chairman
Trustee	Alvin Gerlack
Trustee	Felix S. McGinnis, apptd. Oct. 8, 1942
Trustee	Ramsay Moran (Jan.-Sept., Incl.)
Trustee	Ralph J. A. Stern

### VETERANS:

Trustee	Ramsay Moran, Chairman (Jan.-Sept., Incl.)
Trustee	Charles B. Kleupfer, Chairman (Oct.-Dec., Incl.)
Trustee	Walter Leonetti
Trustee	John J. Sullivan

### BUILDINGS:

Trustee	Col. William H. Tobin, Chairman
Trustee	Alvin Gerlack
Trustee	Ralph J. A. Stern

## WAR MEMORIAL DEPARTMENT

### EMPLOYMENT

The War Memorial Department, and the various tenants of the two buildings, provide employment for a considerable number of San Francisco citizens.

There are regularly 121 and temporarily 285 employees, segregated as follows:

Department employees .....	42
Regular Staff of Opera and Symphony.....	15
Art Museum .....	22
The American Legion War Memorial Commission and allied groups.....	40
Genealogical Library .....	2
<hr/>	
Total Regular Employees .....	121

#### Temporary Employees divided among

Orchestra

Chorus

Ballet

House Service

Other Temporary Employees ..... 285

Some of this temporary employment lasts for a few months and some during a greater portion of the year.

I did not continue the practice of keeping office hours in our office in the Veterans' Building, as had been recommended by Mr. Ramsay Moran in his Report for 1941, because I am of the opinion that such a practice is of no value to the War Memorial, that it interferes with the usual routine of the office and that it is assuming the duties that rightfully belong to the Managing Director. When questions of policy arise, the president and a majority of the members of the Board have always been contacted and they render the necessary decisions. This is the procedure followed by all other departments of the City government.

The office staff of the War Memorial is composed of a Managing Director, a Secretary to the Board and a General Clerk-Stenographer. Their duties are as prescribed by the Civil Service Commission and set forth by the Commission in the "Classification of Duties of Positions in the Municipal Service." We should abide by these rules. Mr. Edward J. Sharkey has served as Managing Director since January, 1941. He is a most competent executive, and the duties of managing the War Memorial should be left to him alone, as this is obviously the only practical way in which the War Memorial buildings can be operated. He is fully capable of discharging the duties of his office, and this is solely his responsibility under the rules of the Civil Service Commission.

Mr. Ira G. Thompson has been the Secretary to the Board since May, 1940. He is an experienced accountant and an able secretary.

Mr. Daniel P. O'Sullivan has served as General Clerk-Stenographer since May, 1937. He is highly efficient in this position. On occasions he has substituted for Secretary Thompson, and has performed the secretarial duties in a satisfactory manner.

There are 39 other permanent employees in the Department, as follows: 1 Stage Carpenter, 1 Stage Electrician, 1 Stage Property Man, 1 Chief Engineer, 2 Watch Engineers, 1 Electrician, 1 Elevator Mechanic, 1 Foreman Janitor, 18 Janitors, 1 Window Cleaner, 5 Watchmen, 4 Elevator Operators, 1 Painter and 1 Opera House Attendant, part time.

In the Report of the previous year (1941) there appears this statement—and I quote: "During the year, 152 performances and attractions of various kinds were given in the Auditorium (of the Veterans' Bldg.). They consisted of conventions, lectures, concerts and dances. On most of these occasions the Auditorium was rented to non-Veteran sponsors. The American Legion War Memorial Commission, by arrangement with our Board, retains the major portion of the rent charged and pays to us a sum sufficient to cover the cost of light, heat and janitorial service by reason of each engagement." This statement is inac-



A CORNER OF THE GRAND FOYER, WAR MEMORIAL OPERA HOUSE



curate. The rental of the Auditorium for non-Veteran affairs is set at \$80.00. The Commission pays out of this sum, \$50.00 to this Board and retains \$30.00. When Veteran organizations use the Auditorium they are charged \$1.50. I am calling this to the attention of the Board at this time in order to place it in the record, so that the above statement may be corrected.

The relationship existing between the tenants of the War Memorial buildings and the Board of Trustees during the past year has been most pleasing and harmonious. The relationship between the Trustees and the employees of the War Memorial Department has, at no time, been more satisfactory than that relationship existing during the past year. The morale of the employees has been brought up to that point necessary to maintain efficient operations. The relationship between the Board and the various Labor Unions has, during the past year, been extremely harmonious. It is a pleasure to report that it was not necessary at any time for any of the representatives of the various Unions to appear before either our Managing Director or the Board of Trustees as a result of some grievance on the part of our employees. This, of course, reflects great credit upon the manner in which the personnel of the War Memorial have been handled by our Managing Director.

## OPERA HOUSE

During the past year the Opera House was used 143 times for public presentations. This represents an approximate attendance of a half million people. No previous opera season has been more outstanding than the one immediately passed. This in spite of the many difficult and complex problems arising because of wartime conditions. The world's greatest artists, participated in 15 performances of grand opera, presented in a manner unsurpassed in any part of the world. This gave to the citizens of San Francisco a season of the finest opera ever enjoyed here.

Repertoire and artists of the 1942 Grand Opera Season

AIDA (Verdi) with Stella Roman, Bruna Castagna, Frederick Jagel, Robert Weede, Ezio Pinza, Lorenzo Alvary.

Gaetano Merola, Conducting.

THE DAUGHTER OF THE REGIMENT (Donizetti) with Lily Pons, Irra Petina, Raoul Jobin, Salvatore Baccaloni, Lorenzo Alvary, George Cehanovsky.

Pietro Cimara, Conducting.

LA TRAVIATA (Verdi) with Bidu Sayao, Thelma Votipka, Jan Pearce, Richard Bonelli, George Cehanovsky, Alessio DePaolis, Douglas Beattie, Lorenzo Alvary.

Gaetano Merola, Conducting.

THE BARTERED BRIDE (Smetana) with Josephine Antoine, Charles Kullman, Marek Windheim, Douglas Beattie, Thelma Votipka, George Cehanovsky, Lorenzo Alvary.

Walter Herbert, Conducting.

LUCIA DI LAMMERMOOR (Donizetti) with Lily Pons, Jan Pearce, Richard Bonelli, Alessio DePaolis, Lorenzo Alvary, Thelma Votipka.

Pietro Cimara, Conducting.

CARMEN (Bizet) with Irra Petina, Licia Albanese, Raoul Jobin, John Brownlee, Thelma Votipka, Christina Carroll, Alessio DePaolis, George Cehanovsky, Lorenzo Alvary.

Gaetano Merola, Conducting.

FAUST (Gounod) Licia Albanese, Charles Kullman, Ezio Pinza, John Brownlee, Olive Ponitz, Thelma Votipka, George Cehanovsky.

Fausto Cleva, Conducting.

LOVE OF THREE KINGS (Montemezzi) with Jean Tennyson, Ezio Pinza, Robert Weede, Charles Kullman, Alessio DePaolis.

Italo Montemezzi, Conducting.

FLEDERMAUS (J. Strauss) with Marek Windheim, Margit Bokor, Josephine Antoine, Arra Petina, Charles Kullman, Douglas Beattie, John Brownlee, Lorenzo Alvary.

Walter Herbert, Conducting.

THE MASKED BALL (Verdi) Frederick Jagel, Richard Bonelli, Stella Roman, Bruna Castagna, Josephine Antoine, Lorenzo Alvary, Douglas Beattie.

Fausto Cleva, Conducting.

BARBER OF SEVILLE (Rossini) Bidu Sayao, Irra Petina, Charles Kullman, Ezio Pinza, John Brownlee, Salvatore Baccaloni.

COQ D'OR (Rimsky-Korsakov) Josephine Antoine, Salvatore Baccaloni, Olive Ponitz, Alessio DePaolis, Douglas Beattie, Thelma Votipka.

The great conflict in which these United States have been engaged for the past year brought about the use of the Opera House on many occasions for the presentation of patriotic programs. Groups representing the various Allied nations availed themselves of the use of this splendid edifice to sponsor programs tending toward promoting better understanding and mutual helpfulness with our allies. A very large number of the personnel of our armed forces attended various performances, thereby adding color and stimulating a greater war effort on the part of our citizenry.

The Opera House has been "blacked-out", a procedure adopted to assure the safety of the patrons should any incident occur; this with the approval of the Civilian Defense authorities. As an additional safeguard, trained air-raid wardens are on duty during each performance.

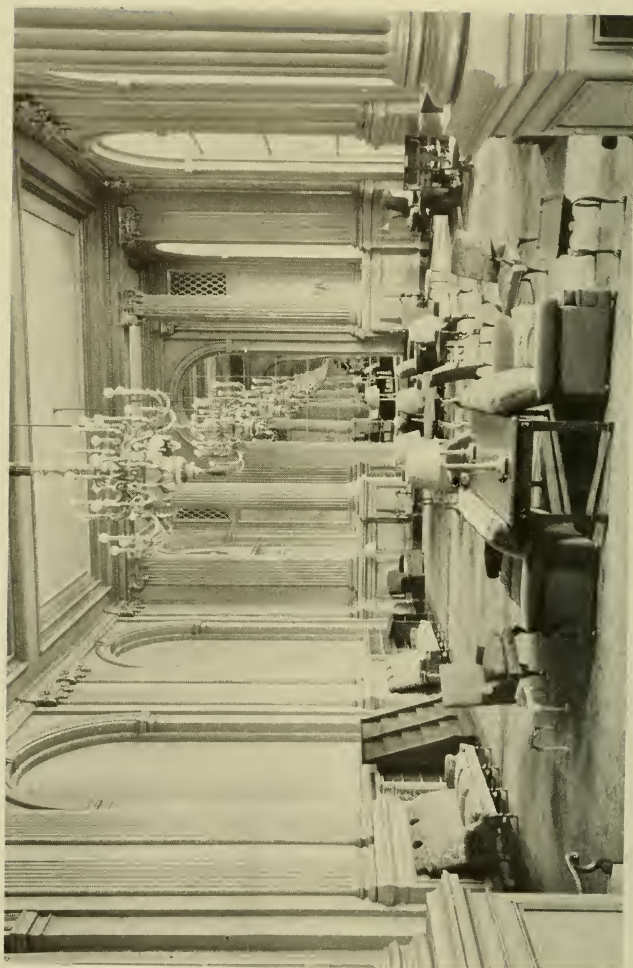
A large number of tourists and many local residents visit the War Memorial buildings and are taken on a tour by a competent guide.

## VETERANS' BUILDING

The four floors devoted to offices, meeting rooms, clubrooms, auditorium and other facilities serve approximately 183 organizations of Veteran groups. It is estimated that three-quarters of a million persons annually make use of this building's facilities. Day and night, numerous activities in the building attract large groups of citizens.

## ART MUSEUM

Art lovers have recognized the extraordinarily fine museum which occupies the 4th floor of the Veterans' Building. Approximately a quarter of a million people have availed themselves of the splendidly lighted and equipped galleries of the museum during the past year.



LIBRARY AND LOUNGE—THE GREEN ROOM, VETERANS BUILDING

# REVENUES AND EXPENDITURES

## WAR MEMORIAL OF SAN FRANCISCO STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS, FISCAL YEAR 1941-42

	Total	Opera House	Veterans' Building	Art Museum
<u>REVENUES:</u>				
Basic rentals .....	\$ 31,200.00	\$31,200.00	\$	
Percentage above basic rentals	1,960.18	1,960.18		
Rehearsals .....	250.00	250.00		
Office Rentals .....	2,400.00	2,400.00		
Concessions .....	3,335.80	3,335.80		
Vending machines (pro-rated)	44.74	24.09	20 65	
Service charges .....	6,669.00		6,669.00	
Totals .....	\$ 45,859.72	\$39,170.07	\$ 6,689.65	

<u>EXPENDITURES:</u>				
Personal services:				
Permanent .....	\$ 88,218.14	\$34,775.19	\$46,365.45	\$ 7,077.50
Temporary .....	7,326.41	3,536.91	3,256.86	532.64
Wages .....	2,540.00	1,195.50	1,344.50	
Contractual services .....	1,517.07	583.07	934.00	
Materials and supplies .....	5,190.37	2,527.82	1,934.06	728.49
Services of other departments	3,766.15	1,917.03	1,849.12	
Scavenger services .....	420.24	210.12	210.12	
Maintenance of fire alarm....	780.00	528.00	252.00	
Electricity and gas.....	18,945.82	7,436.70	5,430.38	6,078.74
Equipment .....	91.37	45.69	45.68	
Reserve fund expenditures...	8,229.59	3,699.43	4,106.90	423.26
Totals .....	\$137,025.16	\$56,455.46	\$65,729.07	\$14,840.63
		\$122,184.53		
Expenditures exceed revenues	\$ 91,165.44	\$17,285.39	\$59,039.42	\$14,840.63
		\$ 76,324.81		

## REPAIRS

A list of the important repairs and improvements during 1942 follows:

The Clubroom and Ladies' Lounge of the Veterans' Building were painted and refinished;

The walls and ceiling of Room 1, Veterans' Building were painted;

The stage floor of the Opera House was sanded and refinished;

The executive office, Room 110 Veterans' Building, was painted and refinished;

A wood-and-glass partition was installed in our executive office to provide some degree of privacy for our Managing Director and also for members of the Board who have occasion to visit that office from time to time;

Debris remaining from the original construction was removed from the grids and structural beams backstage in the Opera House;

Outlet holes were drilled and drain pipes installed in the tunnel between the Veterans' Building and the Opera House so that the water seepage conditions could be better controlled;

The molding and doors in the Veterans' Auditorium were regilded;

The light standards in the Memorial Court, and the lighting in many parts of both buildings were changed so as to comply with the "dim-out" regulations as promulgated by the United States Army, this work being approved by the Civilian Defense authorities. There were several other emergencies brought about by war conditions but, fortunately, these were anticipated by the Managing Director and the necessary steps were prepared for them in advance.

A source of worry has been the priority rulings for the procurement of materials, as established by the Federal government. Just prior to the opening of the opera season it was found

that the awning for the front of the Opera House had deteriorated and was practically unusable. Because of the great distance between the curb and the entrance doors it would have been impossible to use these doors without a considerable amount of inconvenience to the patrons. Upon endeavoring to have the awning recovered, it was found that priority regulations greatly endangered the possibility of having the work done; however, our Managing Director, Mr. Sharkey, proved himself equal to the occasion and continued his efforts until he succeeded in having the awning recovered before the beginning of the opera season and before any inconvenience was suffered by the patrons because of inclement weather, thus averting any adverse criticisms.

## CONCLUSION

It has been my pleasure during the year to have visited the officers of the various organizations with which our Board does business. I have found them to be most cooperative in maintaining the buildings on the standards which have been established by the Board of Trustees. At no time in the history of the War Memorial has the American Legion War Memorial Commission been more cooperative. It has established and adhered to a high standard of efficient operation in the portions of the premises under its jurisdiction. The Commission has, at its own expense, caused many improvements to be made, thereby adding to the comforts of the Veterans and others using the Veterans' Building. A most splendid spirit of understanding and cooperation between the American Legion War Memorial Commission and the Board of Trustees of the War Memorial has been engendered, and this, beyond question, is both mutually advantageous and satisfactory.

I extend my most cordial thanks to the members of this Board for their splendid cooperation and help to me during my term of office. To my successor as president, Mr. Claudius A. Marckley, I extend my hearty congratulations. I know that he will be a most capable president.

Sincerely,

HARRY A. MILTON, *President.*



APPENDIX  
PANAMA-PACIFIC INTERNATIONAL EXPOSITION  
MEMORIAL FELLOWSHIP TRUST BOND HOLDINGS

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1319	City of Vernon. . . . .	4¾%	10/1/44	1,000.00
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				<hr/> \$15,000.00



BOARD OF TRUSTEES  
OF THE  
WAR MEMORIAL  
OF SAN FRANCISCO



PRESIDENT'S  
ANNUAL REPORT

1943



# ANNUAL REPORT

OF THE

PRESIDENT OF THE BOARD OF TRUSTEES

OF THE

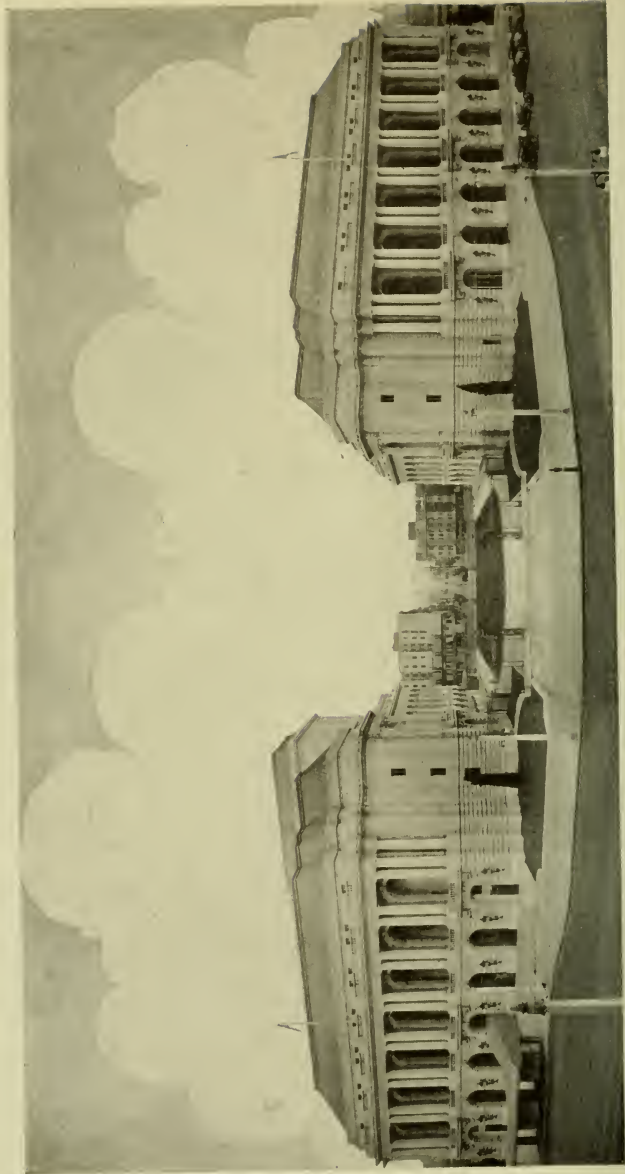
# WAR MEMORIAL

OF

SAN FRANCISCO



*January 13, 1944*



WAR MEMORIAL OF SAN FRANCISCO

# CITY AND COUNTY OF SAN FRANCISCO

---

ANGELO J. ROSSI

Mayor

---

BOARD OF TRUSTEES  
OF THE  
WAR MEMORIAL OF SAN FRANCISCO

---

C. A. MARCKLEY, President

GUIDO J. MUSTO, Vice-President

SIDNEY M. EHRLMAN

ALVIN GERLACK

W. A. HENDERSON\*

DAN S. HEWITT

CHARLES B. KLEUPFER\*\*

WALTER A. LEONETTI

FELIX S. MCGINNIS

HARRY A. MILTON

RALPH J. A. STERN

JOHN J. SULLIVAN†

---

\*Confirmed vice Chas. B. Kleupfer, Dec. 13, 1943.

\*\*Resigned and reconfirmed vice John J. Sullivan, Dec. 13, 1943.

†Resigned September 17, 1943.

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## WAR MEMORIAL STAFF

EDWARD J. SHARKEY, Managing Director

IRA G. THOMPSON, Secretary to the Board



San Francisco, California,  
January 13, 1944.

TO HIS HONOR, THE MAYOR OF SAN FRANCISCO,  
AND TO THE BOARD OF TRUSTEES OF THE WAR  
MEMORIAL OF SAN FRANCISCO:

Another year has ended and the stewardship of the Trustees must again be recorded. This being our final meeting and in keeping with the custom established by my predecessors, I herewith submit my concluding report as president of this Board.

It is with pride and great pleasure that I take this opportunity of recounting to you, Honorable Mayor, to the members of the Board of Trustees of the War Memorial and to the citizenry of San Francisco, through the medium of this report, the wonderful accomplishments of the War Memorial buildings. To put into writing the history and real purpose for which these buildings were erected would be a sacrilege on my part, although the past-presidents whom I have succeeded have, most ably and eloquently, through their annual reports, repeatedly eulogized the purpose of these, the world's most beautiful War Memorial buildings, which San Francisco has the honor of possessing.

To one who has been privileged to serve in the armed forces of his country, I have always felt, upon entering either of these buildings, as though I were walking on sacred ground, and at times while within these portals have felt the nearness of my comrades who have gone on before. San Francisco is truly blessed, and its citizens should be very proud, indeed, of these magnificent monuments, dedicated to our boys who have given their all.

To have served as president of this Board of Trustees has been to me a rare privilege, a pleasure and a distinct honor. To the members of the Board—each and every one—I wish to express

deep and grateful appreciation for their splendid cooperation and the sincerity with which they have discharged the duties which they have been called upon to perform. This, I feel, is sufficient proof that the members of the Board of Trustees of the War Memorial are fully aware of their responsibilities. The year just past has been most harmonious and successful in accomplishments. The Board has at all times worked in complete unity, regardless of which group they may represent, all realizing the necessity of the work which must be completed with harmony and cooperation for the best interests of all.

Very sincerely,

CLAUDIUS A. MARCKLEY.



## WAR MEMORIAL TENANTS

The relationship between the Art Association, represented by Dr. Grace L. McCann Morley; Tobias Bricca and Bruce Jones, chairman of The American Legion War Memorial Commission; Mr. Kenneth Monteagle, president of the San Francisco Opera Association, and Mrs. Leonora Wood Armsby, president of the Musical Association of San Francisco, has been most satisfactory. Each group is to be highly commended for their wonderful cooperation. Especially must I compliment the War Memorial Commission of The American Legion for the generous manner in which they have assisted financially, whenever possible or necessary, in various improvements so vitally needed in the Veterans' Building.

## MANAGEMENT AND EMPLOYEES

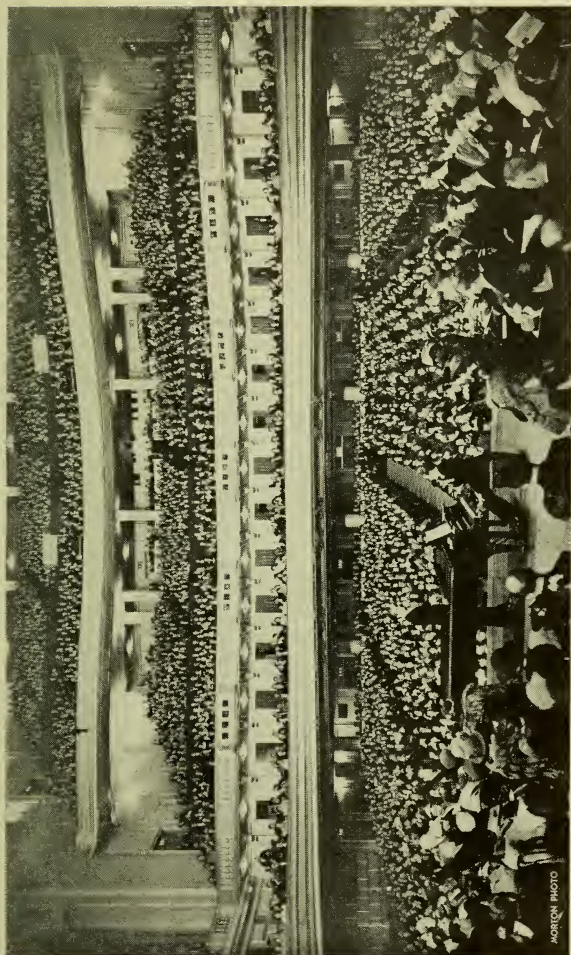
The record of achievements has been recorded and commented upon by my predecessors concerning the office staff of the War Memorial, particularly the office of Managing Director. This, to me, is of vital importance and should be called to the attention of all concerned. The success and widespread reputation which the San Francisco War Memorial buildings received under the guidance and direction of our late and greatly beloved Managing Director, Selby C. Oppenheimer, was one most worthy of imitation and so difficult to duplicate. However, at this writing it really affords me much pleasure and satisfaction to make the following statement. When Mr. Edward Sharkey assumed the office of Managing Director three years ago, all were much concerned as to just how successful this assignment would be to one starting from "scratch"—one who had not acquired through many years of actual directorship the necessary experience for this all-important post. However, I,

for one, had a warm conviction from the start in the wisdom of Mr. Sharkey's appointment, knowing full well his indefatigable will to surmount difficult obstacles. After reviewing his accomplishments, it has become a proven fact to me and to all of the Board members, that all of the problems, great or small, with which he has been confronted, whether coming from the world of music, opera, art or Veteran relationships, have been most successfully handled and brought to satisfactory conclusion. Mr. Sharkey has made every effort to please, at the same time diplomatically handling some of the most trying situations, brought about by those who would endeavor to use our buildings for purposes unbecoming their dignity. This has relieved the Board of many controversial subjects at our meetings and during the interim. A great bond of friendship, cordiality and goodwill has been developed, and the operation of both buildings has never been more successful. This is an accomplishment most worthy of commendation, and is greatly appreciated by the Board. Let me be very frank and say that the Board is very fortunate in having one so faithful and efficient in his duties.

Mr. Ira Thompson, the Secretary of the Board of Trustees, has performed his duties in a dignified and satisfactory manner at all times, carrying out to a successful conclusion his assignments.

Mr. Daniel P. O'Sullivan, the office clerk-stenographer, has, as in the past, proven a most valuable asset in keeping the records of the Board in a splendid manner.

The relationship between management and employees has been most harmonious, and I do wish to express to Mr. John McGuire, our Foreman Janitor, our appreciation for his splendid cooperation in getting things accomplished, regardless of employment problems which are so trying during this present war crisis.



CAPACITY AUDIENCE—OPERA HOUSE

## BOARD COMMITTEES, 1943

The members of the Board were assigned to five standing committees, set up as follows:

### BUDGET AND FINANCE:

Trustee Kleupfer, Chairman  
Trustee Ehrman  
Trustee Hewitt  
Trustee Milton

### ART ASSOCIATION:

Trustee McGinnis, Chairman  
Trustee Ehrman  
Trustee Leonetti  
Trustee Stern

### OPERA AND SYMPHONY:

Vice-President Musto, Chairman  
Trustee Ehrman  
Trustee McGinnis  
Trustee Stern

### VETERANS:

Trustee Gerlack, Chairman  
Trustee Hewitt  
Trustee Kleupfer  
Trustee Leonetti  
Trustee Sullivan (to 9/19/43)

### BUILDINGS:

Trustee Sullivan, Chairman (to 9/17/43)  
Trustee Milton  
Vice-President Musto

Through this method of procedure, the Trustees are made acquainted with all of the responsibilities connected with the operation of the War Memorial.

## CIVILIAN DEFENSE

In compliance with all the rules and regulations established by Army and Civilian Defense programs for the safeguarding of lives and property in the event of an air attack on our City, every precaution was entered into to secure the safety of our buildings and their occupants. A considerable amount of money was expended to meet every requirement of the Civilian Defense regulations. The "black-out" costs were as follows:

	<u>Total</u>	<u>O.H.</u>	<u>V.B.</u>
War Memorial Funds:			
Work Order 351 .....	\$ 426.76		\$426.76
Work Order 366 .....	51.83	\$ 51.83	
Work Order 370 .....	284.90	284.90	
Work Order 376 .....	122.44	122.44	
Black-out paint .....	11.33	5.66	5.67
Mayor's Emergency Fund..	1,691.43	1,691.43	
	<u>          </u>	<u>          </u>	<u>          </u>
Totals .....	\$2,588.69	\$2,156.26	\$432.43

Employees of the Department have completed one or more courses of the following Civilian Defense programs:

Air Raid Warden Service  
Theatre Air Raid Warden Service  
Building and Plant Protection  
War Gases  
Red Cross First Aid

This cooperation on the part of our employees we heartily appreciate, and each one is to be commended for his loyal and patriotic spirit.

## MAJOR REPAIRS AND IMPROVEMENTS

The Managing Director constantly inspects and where repairs or improvements are needed they are called to the attention of the Board members at our monthly meetings, or sooner if urgent, and, if possible and within the scope of our financial allocations or budget, corrections are made. There are many repairs and

improvements which I shall not list or indicate. I wish to say, however, that our War Memorial buildings have not been allowed to deteriorate; in fact, they still continue to be one of San Francisco's outstanding attractions.

The following are the important repairs and improvements of this year:

Scaling and painting of all steel sash on second floor of the Veterans' Building and the Opera House;

Refinishing of the foyer of the Veterans' Auditorium;

Repair of the "Gold Curtain", Opera House;

Scaling and repainting of metal marquee over the taxi ramp, south side of the Opera House;

Recovering of the sidewalk canopies, Van Ness Avenue entrance to the Veterans' Building and limousine entrance to the Opera House;

New flooring installed in Room 1, Veterans' Building;

Refinishing and painting of foyer, street entrance to the Art Museum;

Sanding and refinishing of the oak floor, basement of the Opera House;

Painting and refinishing of offices assigned to the Art Museum on the main floor of the Veterans' Building.

## OPERA HOUSE

The Opera House has enjoyed one of its most outstanding years, as indicated from the record of attendance, performances, visitors and miscellaneous activities. The record is as follows:

### ATTENDANCE:

Performances .....	419,250
Visitors .....	3,010
Miscellaneous Activities .....	1,200
<hr/>	
Total Attendance .....	423,460

## PERFORMANCES:

Grand Opera .....	17
Symphony Concerts .....	31
Concerts, Opera Assn. Concert Div.....	21
Miscellaneous .....	29
Ballets .....	18
Conventions .....	4
Meetings of Teachers' Institute.....	1
School Graduations .....	7
Special Rehearsals .....	1
Total .....	<hr/> 129

## VETERANS' BUILDING

The Veterans' Building each year has become more popular, not only to the Veteran organizations but to the citizenry as well. The popularity of its auditorium speaks for itself. The record follows:

## ATTENDANCE:

Auditorium (101 affairs) .....	50,500
Meetings (total of 3,423).....	171,150
Daily in and out.....	45,750
Total attendance .....	<hr/> 267,400

Aware of the vast number of men and women in the armed forces of the United States, it is evident that the Veterans' Building, especially, will play a most important part in giving to the men and women who will return to us sick in mind and body, comfort and a place in which they may receive aid and support. The Trustees should exert every effort possible to keep the Veterans' Building a haven for these men and women.

## ART MUSEUM

The Art Museum, which occupies the fourth floor of the Veterans' Building and is under the directorship of Dr. Grace L. McCann Morley, has been one of the show places of San Francisco. The programs and exhibits arranged for the enjoyment of the art loving people of San Francisco are of the finest and have received nation-wide acclaim. This section of the War Memorial has done much to entertain our men and women in the armed forces during their stay in San Francisco.

The Art Museum attendance records show a daily in and out total for the year of 70,749, including approximately twenty service people in attendance daily.





AUDITORIUM—VETERANS' BUILDING

# REVENUES AND EXPENDITURES

## WAR MEMORIAL OF SAN FRANCISCO STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS FISCAL YEAR 1942-43

	Total	Opera House	Veterans' Building	Art Museum
<u>REVENUES</u>				
Basic Rentals .....	\$ 32,460.08	\$32,460.08	\$	\$
Percentages above basic .....	3,298.85	3,298.85		
Rehearsals .....	200.00	200.00		
Office Rentals .....	2,400.00	2,400.00		
Concessions .....	3,892.77	3,892.77		
Vending Machines .....	45.36	24.95	20.41	
Service Charges .....	4,600.00		4,600.00	
Fixed Charges .....	113.40			113.40
Total Revenues .....	\$ 47,010.46	\$42,276.65	\$ 4,620.41	\$ 113.40

<u>EXPENDITURES</u>				
Permanent Salaries .....	\$ 90,453.81	\$35,051.11	\$48,328.86	\$ 7,073.84
Temporary Salaries .....	7,016.85	2,799.98	3,741.00	475.87
Wages .....	5,100.00	3,156.81	1,943.19	
Contractual Services .....	3,429.11	2,075.16	1,353.95	
Materials and Supplies .....	5,756.50	2,532.81	2,248.77	974.92
Services of Other Depts.....	4,898.88	2,341.45	2,557.43	
Scavenger Services .....	440.28	220.14	220.14	
Aux. Fire Alarm Service.....	780.00	528.00	252.00	
Electricity and Gas .....	17,837.78	7,106.56	5,115.83	5,615.39
Reserve Fund Expenditures...	1,236.11	606.70	629.41	
Public Lia. Ins. Premium.....	1,600.00	1,000.00	486.60	113.40
Total Expenditures .....	\$138,549.32	\$57,418.72	\$66,877.18	\$14,253.42
		\$124,295.90		
Expenditures Exceed Revenues \$	91,538.86	\$15,142.07	\$62,256.77	\$14,140.02
		\$ 77,398.84		

## CONCLUSION

I wish to express at this time, my hope and desire to see the Board of Trustees of the War Memorial, and all the associated organizations which make up the War Memorial group, continue to prosper and flourish and carry on to greater achievement. To those who may follow in office, may they continue to build a more beautiful War Memorial for future ages to come.

Sincerely,

C. A. MARCKLEY, *President.*

# APPENDIX

## PANAMA-PACIFIC INTERNATIONAL EXPOSITION MEMORIAL FELLOWSHIP TRUST BOND HOLDINGS

Bond No.	Name of Bonds	Int. Rate	Maturity	Par Value
6212	Pacific Gas & Elec. Co.....	3½%	6/1/66	\$ 1,000.00
6213	Pacific Gas & Elec. Co.....	3½%	6/1/66	1,000.00
586	California Water Service..	4 %	5/1/61	1,000.00
4280	California Water Service..	4 %	5/1/61	1,000.00
8715	Consumers' Power Company	3½%	11/1/67	1,000.00
8716	Consumers' Power Company	3½%	11/1/67	1,000.00
1317	City of Vernon.....	4¾%	10/1/44	1,000.00
1318	City of Vernon.....	4¾%	10/1/44	1,000.00
1772	So. Pacific-S. F. Terminal..	4 %	4/1/50	1,000.00
2278	So. Pacific-S. F. Terminal..	4 %	4/1/50	1,000.00
8937*	Calif. Toll Bridge Auth....	4 %	9/1/76	1,000.00
189	Emporium-Capwell Co. ...	4 %	1/1/52	1,000.00
806	Emporium-Capwell Co. ...	4 %	1/1/52	1,000.00
1319	City of Vernon.....	4¾%	10/1/44	1,000.00
7305	City of New York.....	3½%	5/1/54	750.00
111	City of New York.....	3½%	5/1/54	250.00
				<hr/> \$15,000.00

\*Called September 1, 1943. Replaced by:

80701	Central Pacific Rwy. Co...	4 %	8/1/49	\$ 1,000.00
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BOARD OF TRUSTEES  
OF THE  
WAR MEMORIAL  
OF SAN FRANCISCO



PRESIDENT'S  
ANNUAL REPORT

1944



# ANNUAL REPORT

OF THE

PRESIDENT OF THE BOARD OF TRUSTEES

OF THE

## WAR MEMORIAL

OF

SAN FRANCISCO



*January 11, 1945*





# CITY AND COUNTY OF SAN FRANCISCO

---

ROGER D. LAPHAM

Mayor

---

BOARD OF TRUSTEES

OF THE

WAR MEMORIAL OF SAN FRANCISCO

---

GUIDO J. MUSTO, President

CHARLES B. KLEUPFER, Vice-President

SIDNEY M. EHRLMAN

ALVIN GERLACK

W. A. HENDERSON

DAN S. HEWITT

J. BRUCE JONES\*

WALTER A. LEONETTI

FELIX S. MCGINNIS

HARRY A. MILTON

RALPH J. A. STERN

\*Confirmed May 29, 1944 vice C. A. Marckley, deceased

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WAR MEMORIAL STAFF

EDWARD J. SHARKEY, Managing Director

IRA G. THOMPSON, Secretary to the Board



WAR MEMORIAL OPERA HOUSE

San Francisco, California,

January 11, 1945.

TO THE HONORABLE ROGER D. LAPHAM,  
MAYOR, CITY AND COUNTY OF SAN FRANCISCO,  
AND TO THE BOARD OF TRUSTEES OF THE WAR  
MEMORIAL OF SAN FRANCISCO.

GENTLEMEN:

The War Memorial of San Francisco has now completed its twelfth year of existence, and it affords me great pleasure, as president of the Board, to render you a report of its activities during the year 1944.

The War Memorial has continued to operate with the highest standard of efficiency being evident, although this is becoming more and more difficult, due to the present conditions of lack of personnel, problems involving materials and supplies, and many other obstacles that are natural during war times.

It has been a great honor and satisfaction to preside at the Board meetings, and at this time I wish to thank the Trustees for the confidence reposed in me as expressed by my election to the office of president of the Board of Trustees of the War Memorial. For those of you who wish to be informed more fully and in detail as to the creation and history of the War Memorial, I refer you to the past yearly reports of this Department.

The War Memorial Department has enjoyed a most splendid growth during the past few years. The presentation of theatrical events in the Opera House has increased considerably. A greater number of the citizens of San Francisco have had the opportunity to attend these events, presented by the world's greatest artists and produced in an Opera House that is without

question the most magnificent municipally-owned Opera House in the world. The increased number of bookings also means more revenue to this Department. This, of course, is reflected in the tax rate of our City and tends to lighten the burden of our taxpayers. This is set forth more fully later on in this report.

Our Board has been most ably assisted by our Managing Director, Mr. Edward Sharkey, who has at all times been most efficient and has exercised most careful judgment. His dealings with our tenants have always brought to us the highest commendation.

He has been assisted in the administration of his office work by our Secretary, Mr. Ira G. Thompson, who has kept an accurate record of the operations of the War Memorial and its financial transactions.

Mr. Daniel P. O'Sullivan, the office General Clerk-Stenographer, has continued to be a valuable asset to our Department.

The foremen of our various departmental functions have at all times carried out the tasks assigned them by the Managing Director in a most efficient manner.

The Board as a whole has been a very pleasant one to work with, conservative, impartial and ever alert to adopt programs redounding to the best interests of the citizenry of San Francisco and the efficient operation of the War Memorial.

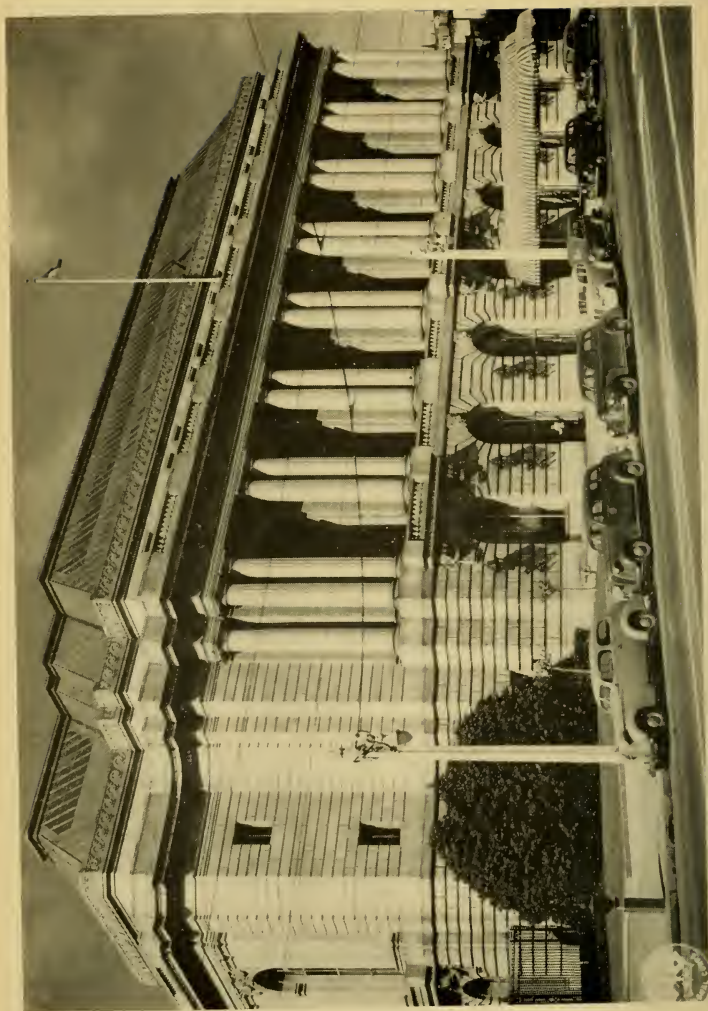
The Board has continued to act on each booking in the Opera House as the application for use of the building was presented, taking into consideration every possible circumstance and deciding in the best interest of the people, rather than to attempt to adopt some policy that would bind or establish a precedent for future Boards. Heretofore it has been the general opinion of agencies contracting for musical entertainment, that

the Board of Trustees had a definite policy that would prevent the presentation of musical entertainments in the Opera House, although they were of the highest standard. This, of course, is not so. As explained above, the Board acts on the merits of each booking as presented for approval, and this policy has proven very satisfactory.

## WAR MEMORIAL TENANTS

The relationship between the Musical Association of San Francisco (Mrs. Leonora Wood Armsby, President), The American Legion War Memorial Commission (Mr. Charles Galliano, Chairman), the San Francisco Art Association (represented by Dr. Grace L. McCann Morley, Director of the San Francisco Museum of Art) and the San Francisco Opera Association (Mr. Kenneth Monteagle, President) has been most satisfactory, and each group is to be complimented for its splendid cooperation.

One word concerning a beneficiary under the War Memorial Trust: The Musical Association of San Francisco, which is responsible for all concerts given by the San Francisco Symphony Orchestra. It is a well-known fact that symphony orchestras are not self-sustaining, but must depend upon public subscriptions. This being the case, the Board of Trustees should render every assistance possible to the Musical Association. The Young People's Symphony concerts, given as they are on Saturday mornings, do not interfere with other bookings, and the Board of Trustees should continue their contribution to this most worthy cause by granting a rental concession. These concerts prepare and develop musical appreciation in our youth, who, in the future, will be the supporters of symphony music in our City. Furthermore, it should always be borne in mind that the Symphony Orchestra is the foundation of all musical culture in



WAR MEMORIAL VETERANS' BUILDING



our City; without it, the splendid performances of the San Francisco Opera Association, the concerts presented by the Art Commission of the City and County, or the brilliant ballet performances would be impossible.

OPERA HOUSE

The Opera House has enjoyed its most outstanding year, as indicated by the record of attendance, performances and other activities. It is interesting to note the increased number of performances in the Opera House over a period of years since its inception, as shown by the following table:

(Oct.-Dec.) 1932.....	37
1933.....	74
1934.....	97
1935.....	87
1936.....	111
1937.....	111
1938.....	131
1939.....	139
1940.....	132
1941.....	141
1942.....	143
1943.....	129
1944.....	208
(12/31/44; booked for period 1/1/45 to 6/30/45.....	69)

VETERANS' BUILDING

The present war is affecting the activities of the 188 Veteran organizations meeting regularly in the Veterans' Building. Their programs include the use of the facilities for service personnel entertainment and for the accumulation and distribution of much-needed articles for members in the armed forces. The re-instatement of the "Service Bureau" on a full-time basis, made

necessary by the demands of World War II Veterans, has increased the daily total of persons using this building.

From the present outlook, it is very doubtful if the accommodations now available will be adequate for the increased membership that will accrue as a result of the termination of the present conflict. Serious consideration should be given in advanced planning to meet the inevitable congestion without the requirement of excluding some Veteran organizations.

Although the regular meetings are not attended as well as before the war, we find the present requirements are just about equal to our ability to meet them with the personnel now employed.

## ART MUSEUM

Attendance statistics, though they do not give the whole picture, do serve as useful indices of museum use and growth in 1944 over the preceding year.

In 1943, the dim-out still in force made necessary shutting off some galleries after dusk. Exhibitions and most activities were maintained, but the total of attendance suffered, and amounted to only 68,366, of which 20,901 was for specific educational activities. By contrast, with the dim-out lifted, 1944 showed an increase to 91,531 for general attendance, and to 35,759 for educational activities. 10,651 men and women in uniform visited the galleries in 1944, of whom 2,374 took part in activities opened to them on the same basis as to the Museum's own members. As usual, more than 110 exhibitions were presented on many aspects of contemporary art. Activities of many kinds, planned to aid the public in understanding and evaluating the art of to-day, and stressing the background of world knowledge,



of which art is a part, were carried on. The total attendance of more than 35,000 indicates their success.

It should be noted that 1944 completed the Museum's tenth year in the Veterans' Building, and that total attendance during the period has totalled 1,279,651, for before the war annual attendance fluctuated between 125,000 and a high of 158,000, depending upon the exhibitions and activities.

## MAJOR IMPROVEMENTS

The buildings are constantly inspected by our Managing Director. When improvements and/or repairs are necessary they are called to the attention of our Board at our meetings, or sooner if urgent. There are, of course, a multitude of improvements and repairs which would not be practical to recite here; however, I shall cite some of the more important repairs and improvements during the year 1944:

Installation of a cross-indexing system and method of identification of signatures in the Opera House "Guest Book";

Plaster repairs in the Veterans' Building and the Opera House;

Improvement of the heating system in the Hospital Room, Opera House;

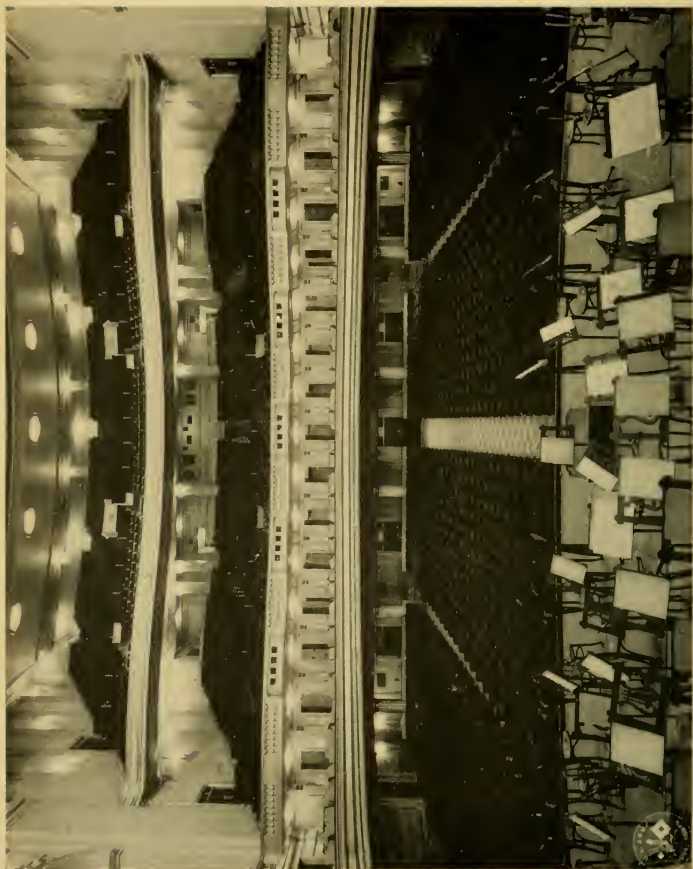
Painting and regilding of the iron fence at the East end of the Memorial Court;

Painting and refinishing dressing rooms, backstage in both the Opera House and the Veterans' Auditorium;

Repairs to the brail curtain, stage of the Opera House;

Overhaul and repair of venetian blinds in the Veterans' Building;

Miscellaneous painting and refinishing of various sections of the Art Museum.



OPERA HOUSE AUDITORIUM

## FINANCES

I am of the opinion that it would be of interest to all to review the record of revenues accruing to the City and County of San Francisco due to the operation of the buildings of the War Memorial during the past years. Following is a table of receipts by fiscal years from 1932 to 1945, inclusive:

1932-33 .....	\$24,846.75
1933-34 .....	33,124.59
1934-35 .....	41,689.84
1935-36 .....	38,075.82
1936-37 .....	42,081.30
1937-38 .....	45,804.28
1938-39 .....	40,313.87
1939-40 .....	48,970.10
1940-41 .....	50,862.74
1941-42 .....	45,959.72
1942-43 .....	47,010.07
1943-44 .....	66,348.15
1944-45 (Actual to Dec. 31....	\$58,102.27
Est., bal. of year.....	24,662.87) 82,765.14



VETERANS' BUILDING AUDITORIUM

STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS  
FISCAL YEAR 1943-44

	Total	Opera House	Veterans' Building	Art Museum
<u>REVENUES:</u>				
Basic Rentals . . . . .	\$ 44,505.00	\$44,505.00		
Percent. above basic. . . . .	9,254.36	9,254.36		
Rehearsals . . . . .	70.00	70.00		
Office Rentals . . . . .	2,400.00	2,400.00		
Concessions . . . . .	5,433.97	5,433.97		
Vending Machines . . . . .	59.82	31.90	\$ 27.92	
Service Charges . . . . .	4,525.00		4,525.00	
Fixed Charges . . . . .	100.00			\$ 100.00
<b>TOTAL REVENUES . .</b>	<b>\$ 66,348.15</b>	<b>\$61,695.23</b>	<b>\$ 4,552.92</b>	<b>\$ 100.00</b>

EXPENDITURES:

Permanent Salaries . . . . .	\$ 93,509.03	\$38,826.28	\$47,363.39	\$ 7,319.36
Overtime . . . . .	6,611.75	5,631.68	920.56	59.51
Temporary Salaries . . . . .	8,267.63	4,192.80	3,565.88	508.95
Wages . . . . .	5,643.00	3,799.00	1,844.00	
Contractual Services. . . . .	2,624.04	1,041.92	1,582.12	
Heat, Light & Power . . . . .	18,984.27	7,717.45	5,312.39	5,954.43
Materials & Supplies . . . . .	5,246.22	2,825.99	1,931.53	488.70
Pub. Lia. Ins. Prem. . . . .	1,300.00	780.00	420.00	100.00
Services of Other Depts. . . . .	5,273.73	2,872.34	2,401.39	
Reserve Fund Expend. . . . .	—	—	—	—
Scavenger Services . . . . .	440.28	220.14	220.14	
Aux. Fire Alarm Ser. . . . .	780.00	528.00	252.00	
Equipment (Drapes). . . . .	166.12	166.12		
Maint. & Rep., Other Equip. . . . .	1,163.08	541.50	621.58	
<b>TOTAL EXPENDITURES</b>	<b>\$150,009.15</b>	<b>\$69,143.22</b>	<b>\$66,434.98</b>	<b>\$14,430.95</b>
		<b>\$135,578.20</b>		
Expenditures Exceed Revenues . . . . .	\$ 83,661.00	\$ 7,447.99	\$61,882.06	\$14,330.95
		<b>\$ 69,330.05</b>		



TAPESTRY—SCENE FROM TASSO'S "JERUSALEM DELIVERED"



## GIFT OF TAPESTRIES

Gump's, 250 Post Street, San Francisco, California, very generously presented as gifts on December 28, 1944 two very rare tapestries from the Papal Looms, which were woven in 1732 and 1736 by Gobelin weavers who were brought to Rome at the time.

These were woven from the cartoons of Pietro Ferloni and are two scenes from Tasso's "Jerusalem Delivered". They are in size 12 feet by 18 feet and 12 feet by 15 feet. You will note that the printed pictures of these tapestries show cartouches in the above center border which quote the scene depicted from the poem.

There are six other tapestries of the same set now hanging in the Metropolitan Museum in New York. One of these in the Museum is illustrated in the April 18, 1931 issue of Saturday Evening Post on page 23. The two presented to us came from the New York sale of the property of Archduke Leopold of Austria.

The Board accepted these gifts, recognizing and appreciating the high public spirit inspiring the donation. The tapestries will be appropriately hung in the corridors of the War Memorial Opera House for the pleasure and enjoyment of the patrons thereof.



TAPESTRY—SCENE FROM TASSO'S "JERUSALEM DELIVERED"  
(DONATED BY GUMP'S)



## CONCLUSION

In closing, I wish to express my desire that the Board of Trustees of the War Memorial and all of the associated units which make up the War Memorial group will continue to prosper and to go on to greater achievements. To my successor in office, I extend my sincere good wishes and pledge my full support and continued cooperation.

Sincerely,

GUIDO J. MUSTO,  
*President.*

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## APPENDIX

### PANAMA-PACIFIC INTERNATIONAL EXPOSITION MEMORIAL FELLOWSHIP TRUST BOND HOLDINGS

Bond No.	Name of Bonds	Int. Rate	Maturity	Par Value
6212	Pacific Gas & Elec. Co. . . . .	3½%	6/1/66	\$ 1,000.00
6213	Pacific Gas & Elec. Co. . . . .	3½%	6/1/66	1,000.00
586	California Water Service. .	4 %	5/1/61	1,000.00
4280	California Water Service. .	4 %	5/1/61	1,000.00
1772	So. Pacific-S. F. Terminal. .	4 %	4/1/50	1,000.00
2278	So. Pacific-S. F. Terminal. .	4 %	4/1/50	1,000.00
7305	City of New York. . . . .	3½%	5/1/54	750.00
111	City of New York. . . . .	3½%	5/1/54	250.00
80701	Central Pacific Rwy. Co. . .	4 %	8/1/49	1,000.00
7407	No. Indiana Pub. Serv. Co.	3⅛%	8/1/73	1,000.00
7408	No. Indiana Pub. Serv. Co.	3⅛%	8/1/73	1,000.00
L-M3209	Pacific Gas & Elec. Co. . . . .	3 %	6/1/74	1,000.00
L-M3210	Pacific Gas & Elec. Co. . . . .	3 %	6/1/74	1,000.00
L-M3211	Pacific Gas & Elec. Co. . . . .	3 %	6/1/74	1,000.00
L-M3212	Pacific Gas & Elec. Co. . . . .	3 %	6/1/74	1,000.00
L-M3213	Pacific Gas & Elec. Co. . . . .	3 %	6/1/74	1,000.00

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\$15,000.00



BOARD OF TRUSTEES  
OF THE  
WAR MEMORIAL  
OF SAN FRANCISCO



PRESIDENT'S  
ANNUAL REPORT

1945



# ANNUAL REPORT

OF THE

PRESIDENT OF THE BOARD OF TRUSTEES

OF THE

# WAR MEMORIAL

OF

SAN FRANCISCO



*January 10, 1946*



# CITY AND COUNTY OF SAN FRANCISCO

---

ROGER D. LAPHAM  
Mayor

---

BOARD OF TRUSTEES  
OF THE  
WAR MEMORIAL OF SAN FRANCISCO

---

CHARLES B. KLEUPFER, President  
FELIX S. MCGINNIS,\* Vice-President  
SIDNEY M. EHRLMAN  
ALVIN GERLACK  
D. LYLE GHIRARDELLI\*\*\*  
W. A. HENDERSON  
DAN S. HEWITT  
J. BRUCE JONES†  
WALTER A. LEONETTI  
HARRY A. MILTON‡  
GUIDO J. MUSTO  
RICHARD H. NEWHALL\*\*  
RALPH J. A. STERN

\*Felix S. McGinnis died March 17, 1945, successor not elected

‡Harry A. Milton died July 15, 1945

†J. Bruce Jones died December 23, 1945

\*\*Confirmed September 11, 1945 vice Harry A. Milton

\*\*\*Confirmed June 18, 1945 vice Felix S. McGinnis

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WAR MEMORIAL STAFF  
EDWARD J. SHARKEY, Managing Director  
IRA G. THOMPSON, Secretary to the Board



WAR MEMORIAL OPERA HOUSE



San Francisco, California,  
January 10, 1946.

TO THE HONORABLE ROGER D. LAPHAM,  
MAYOR, CITY AND COUNTY OF SAN FRANCISCO,  
AND TO THE BOARD OF TRUSTEES OF THE WAR  
MEMORIAL OF SAN FRANCISCO.

GENTLEMEN:

It affords me great pleasure, as president of the War Memorial Board of Trustees, to render to you a report of the activities during the year 1945.

The War Memorial has continued to operate with the highest standard of efficiency being evident, although this is becoming more and more difficult due to problems involving materials and supplies, lack of personnel and other obstacles that are natural as an aftermath of the war.

It has been a great personal privilege and satisfaction to preside at Board meetings, and I do wish to thank the trustees for the splendid cooperation given to me during my term of office.

The War Memorial has just completed its most successful year from the standpoint of activities and financial gain. The presentation of theatrical events in the Opera House and various other events in the Veterans' Building and the Art Museum have enjoyed a tremendous increase over and above other years. The 1945 opera season was the most splendid presentation to the citizens of San Francisco and neighboring communities that has ever been produced. No other opera season, from the standpoint of attendance or glamor surpassed the season of 1945.

The relationship between the American Legion War Memorial Commission, the Musical Association of San Francisco and the San Francisco Art Association has been satisfactory, and each



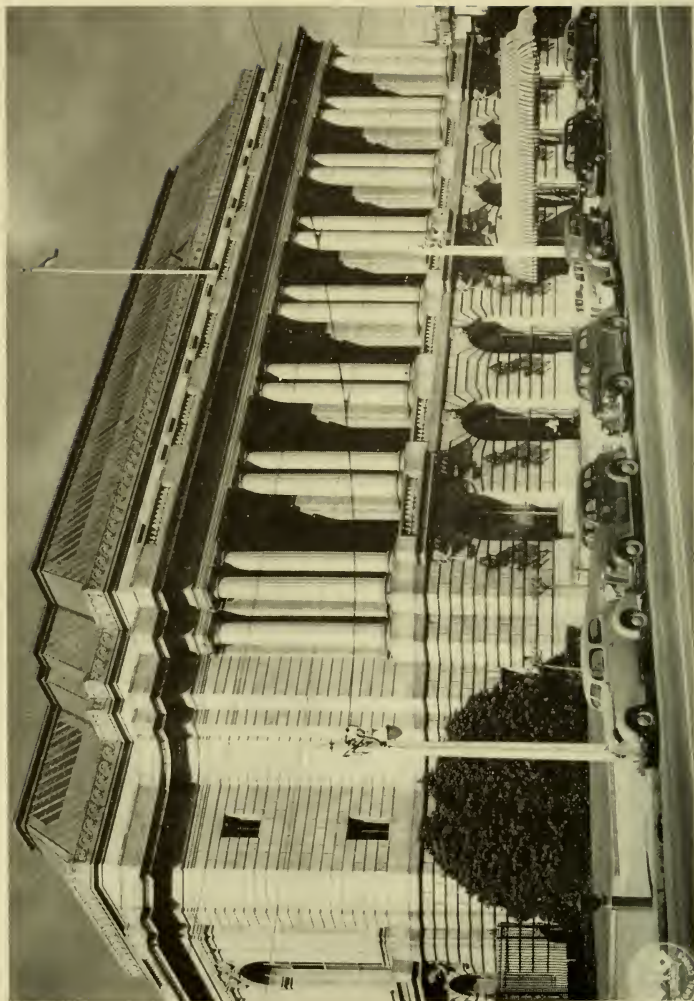
OPERA HOUSE STAGE

group is to be complimented for its splendid cooperation. It is well to note at this point that it was only through the cooperation and acquiescence of the above three beneficiaries under the trust upon which the operation of the War Memorial is predicated, that the United Nations Conference on International Organization could have been conducted in both of these buildings. Too much credit cannot be given to the above named beneficiaries for their gracious acquiescence.

## UNITED NATIONS CONFERENCE ON INTERNATIONAL ORGANIZATION

After receiving official notification that San Francisco had been selected as the city within which the United Nations Conference on International Organization would meet, and having received a request from His Honor, the Mayor, that the War Memorial facilities be made available for this purpose, it became necessary to make vast preparations. Not knowing in detail what the Conference needs might be, it was difficult to visualize the extent of the necessary preparations. As representatives of the United States State Department arrived, we gradually discovered that their requirements necessitated much construction, painting and many installations. To accomplish this, we were forced to require complete evacuation of the buildings by the regular tenants by April 1, 1945.

The fourth floor of the Veterans' Building (the Art Museum quarters) was selected as the location for the clerical offices of the Secretariat of the Conference and to house the Army's world-wide broadcast headquarters. To properly accommodate these groups the galleries were sub-divided into many offices and departmental arrangements. The construction included partitioning, electrical installations and supplementary illumination. The



WAR MEMORIAL VETERANS' BUILDING

completed re-arrangement housed approximately 600 employees who worked on around-the-clock schedules.

The remainder of the Veterans' Building (1st, 2nd, 3rd floors and basement) was re-arranged by partitions, etc., to provide meeting halls for commissions and committees, offices for officials, offices for news agencies, offices for newsreel companies, council rooms for newspaper correspondents and reporters, facilities for broadcasting and housing of many other minor related activities. One of the rooms in the basement was set aside as a telephone exchange room, and a vast amount of installation and incidental work was done here to accommodate the almost unbelievable volume of telephone communication required.

The Veterans' Building Auditorium was set for larger meetings of commissions and press conferences. A setting was built on the stage which ultimately formed the background for the signing of the Charter and Interim Agreement. The Green Room served, without alteration, as a lounging convenience to the delegates.

The Opera House was selected for plenary sessions of the Conference and for meetings of the larger commissions. A stage setting was built and remained during the duration of the Conference. The basement promenade was equipped in every detail for the purpose of furnishing meals to the delegations and to the personnel of the Secretariat. The mezzanine floor was furnished to provide a consultants' lounge. The fourth floor offices in the front were re-furnished and provided a meeting place for the Conference Steering Committee.

I have no doubt omitted some details with regards to the preparations, but be assured the task was laborious and taxed our personnel to its capacity; but despite this, everything was in readiness for the opening of the Conference on April 25, 1945.





SETTING FOR THE SIGNING OF THE UNITED NATIONS CHARTER  
VETERANS' BUILDING AUDITORIUM

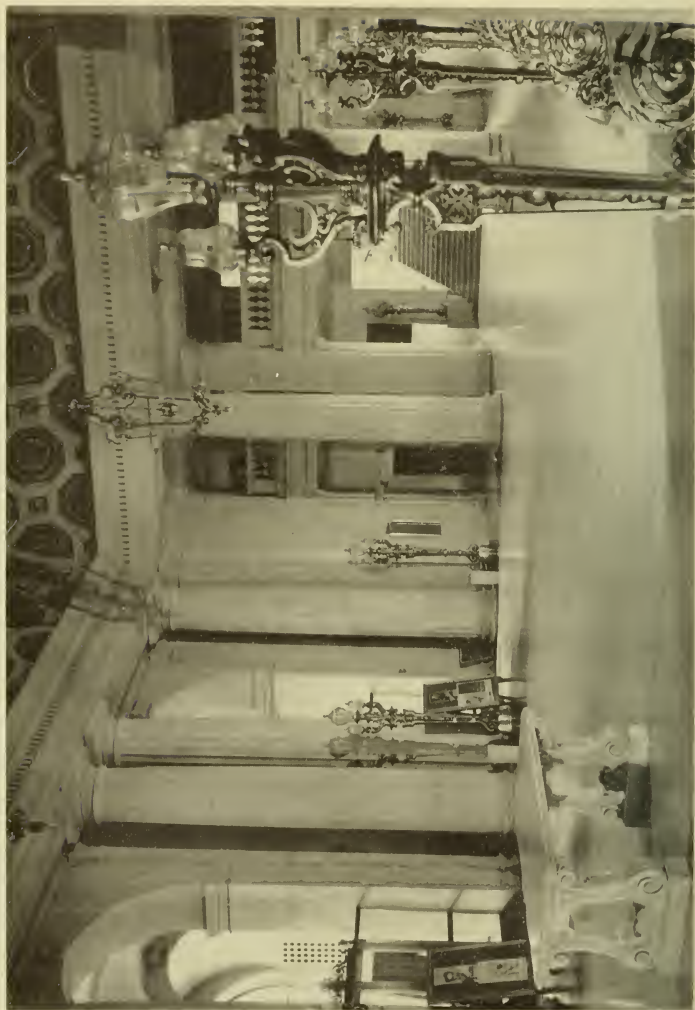
Operations during the Conference consisted of adequate janitation, augmented elevator service, building maintenance and the handling of lost and found articles. Uncertainties of the activities made operation somewhat difficult. Meetings were called or cancelled without notice, requiring constant adjustments to cope with the needs. We served diligently throughout the entire Conference and have been rewarded by many pleasing verbal comments as well as numerous complimentary letters.

The final session on June 26, 1945, found President Truman in attendance. During this day the United Nations Charter and the Interim Agreement were signed by the delegates of the fifty countries participating. We were able to obtain all of the signatures of these delegates for our Guest Book, which we prize as an addition to the records of the War Memorial.

The task of restoration was large. We found it advisable to re-paint offices in both buildings before allowing our regular tenants to return. Numerous damages to decorative plaster had to be repaired. Marble bases had to be reset and repaired. Office furniture had to be refinished. Carpets, drapes and upholstery had to be cleaned or repaired. We still have approximately 400 chairs to be repaired and 72 oak benches to be refinished.

The total expenditures of the War Memorial Department that can be charged directly to the Conference activities is estimated at approximately \$15,400. This amount added to a loss of revenue of approximately \$5,000 makes a cash contribution by this Department of approximately \$20,400, in addition to the services and housing furnished.

Enough credit cannot be given to the employees of the Department for the splendid spirit of cooperation that has made the machinery of operations run smoothly. Under the direction of Edward Sharkey, Managing Director, assisted by Ira Thomp-



OPERA HOUSE FOYER



son, Secretary to the Board and Daniel O'Sullivan, Clerk-Stenographer, the business of management has been effectively and efficiently conducted. Particularly I stress the manner in which service was given the United Nations Conference on International Organization. John F. McGuire, Head Janitor, was taxed to capacity along with his crew. In fact, all the employees of the Department, willingly and without comment, coped with the abnormal operating conditions and produced a well-organized group, each attending to his assignment with resulting efficiency.

## VETERANS' BUILDING

Because of the creation of new Veteran organizations resulting from World War II, it is evident that the Veterans' Building has not sufficient facilities for these groups to have office space and meeting halls.

A general plan is under way, sponsored by the various Veteran organizations, which, in effect, will lead to a request for an additional building to the War Memorial to provide the facilities so sorely needed for these organizations.

This plan, without question, should have the unanimous support of this Board of Trustees, as well as the general citizenry of San Francisco.

## SAN FRANCISCO MUSEUM OF ART

The San Francisco Museum of Art was able to maintain the pattern of its public services with constantly changing exhibitions of contemporary art and its sources, educational exhibitions and programs, and instructional and recreational activities explanatory and related to the arts throughout the war period. With



VETERANS' BUILDING AUDITORIUM

the end of the war, normal operation has been resumed as rapidly as staff members in the services return and other professionally trained personnel can be recruited.

The Museum, like other tenants of the War Memorial, suffered the disruption of its program during the occupation of the Veterans' Building by the UNCIO, and suspended all its public work in the Building from March 28 through August 7, and did not operate again all galleries and full activities until October 23, when indispensable cleaning and sufficient temporary refurbishing of worn and damaged galleries could be completed. The complicated work of rearrangement and reorganization enforced by the vacating of storerooms, shops and workrooms still continues and will for many months to come. The Museum is happy to report that despite the risks involved in handling rapidly art works and equipment worth nearly a million dollars at the time of closing no great nor irreparable damage occurred.

Because of the interruption of exhibitions from March to August ( $5\frac{1}{2}$  months) and the reduced operation until late October (an additional  $2\frac{1}{2}$  months) the total number of exhibitions was only 57 for the year as against the normal 100 to 130 annually. Attendance also for the year was only 68,557 as against the normal peace time average of 125,000 to 150,000 annually. It has been gratifying to note that there has been a fairly rapid return to the approximately 10,000 visitors a month the Museum counts as a normal minimum despite the fact that various uncertainties prevented many activities and the long range organization and scheduling of the spectacular and important exhibitions normally presented at intervals. Interesting is the fact that an average of one in ten visitors wears a uniform, and all activities, opened to service personnel on the same basis as to Museum members, have had a 10 per cent to 25 per cent attendance of men and women in uniform.

## MAJOR IMPROVEMENTS

Among the major improvements were:

Indexing and numbering of all the signatures in the Opera House Guest Book for reference and identification.

Binding of Opera House programs for the purpose of preserving, for all those interested, a history of the events that have taken place in the Opera House.

Painting and re-gilding of the iron fences on the east and west ends of the Memorial Court.

Repair of venetian blinds in the Veterans' Building Club-room and Ladies' Lounge.

Installation of an "olio" curtain on the Opera House stage.

Repair of all "Rixson" hinges on the doors leading to the main auditorium of the Opera House.

Installation of a modern "Freon" type compressor in the drinking water cooling system of the Opera House and the Veterans' Building.

Repair and revamping of the water filter piping system, both buildings.

Replacing of fire hose, Opera House and Veterans' Building.

Repair of metal doors, both buildings.

Alterations to Rooms 125, 126 and 127, Veterans' Building.

Painting and refinishing of corridors and stairways, second and third floors of the Veterans' Building.

A valuable acquisition to the furnishings of the Opera House was made through a gift by Mr. A. Livingston Gump of two "Gobelin" tapestries, depicting two scenes from Tasso's "Jerusalem Delivered" and woven in the years 1732 and 1736.

## USE OF OPERA HOUSE—Calendar Year 1945

Grand Opera performances .....	22
Symphony Concerts .....	35
Concerts, Opera Association Concert Division .....	7
Concerts, California Concerts, Inc. ....	20
Ballet performances .....	36
San Carlo Opera Co. performances .....	16
Russian Opera and Ballet Association performances....	7
Miscellaneous, including rehearsals .....	27
	<hr/>
Total	170

Respectfully submitted,

CHARLES B. KLEUPFER,  
*President.*

## STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS

FISCAL YEAR 1944-45

	Total	Opera House	Veterans' Building	Art Museum
<u>REVENUES:</u>				
Basic Rentals .....	\$ 65,345.00	\$65,345.00		
Percent. above basic..	18,617.00	18,617.00		
Rehearsals .....	410.00	410.00		
Office Rentals .....	1,800.00	1,800.00		
Concessions .....	7,700.80	7,700.80		
Vending Machines ..	137.25	58.07	\$ 79.18	
Service Charges ....	3,407.98		3,392.32	\$ 15.66
Fixed Charges .....	100.00			100.00
Miscellaneous .....	336.00		336.00	
TOTAL REVENUES ..	\$ 97,854.03	\$93,930.87	\$ 3,807.50	\$ 115.66

EXPENDITURES:

Permanent Salaries ..	\$ 92,907.99	\$34,759.02	\$49,678.47	\$ 8,470.50
Overtime .....	8,379.35	6,291.74	2,034.33	53.28
Temporary Salaries ..	8,870.58	4,955.52	3,747.59	167.47
Wages .....	22,463.12	16,569.93	5,893.19	
Contractual Services .	4,281.38	1,202.60	3,078.78	
Heat, Light & Power	24,822.90	10,327.65	6,632.27	7,862.98
Materials and Supplies	5,698.20	2,779.32	2,104.03	814.85
Pub. Lia. Ins. Prem...	1,467.32	650.00	717.32	100.00
Services, other depts.	5,695.17	2,887.93	2,807.24	
Reserve Fund Expend.	8,634.42	6,650.85	1,983.57	
Scavenger Services ..	440.28	220.14	220.14	
Aux. Fire Alarm Ser.	780.00	528.00	252.00	
Equipment .....	360.87	180.43	180.44	

TOTAL EXPENDITURES	\$184,801.58	\$88,003.13	\$79,329.37	\$17,469.08
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\$167,332.50

## Expenditures Exceed

Revenues .....	\$ 86,947.55	\$75,521.87	\$17,353.42
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## Revenues Exceed

Expenditures .....	\$ 5,927.74
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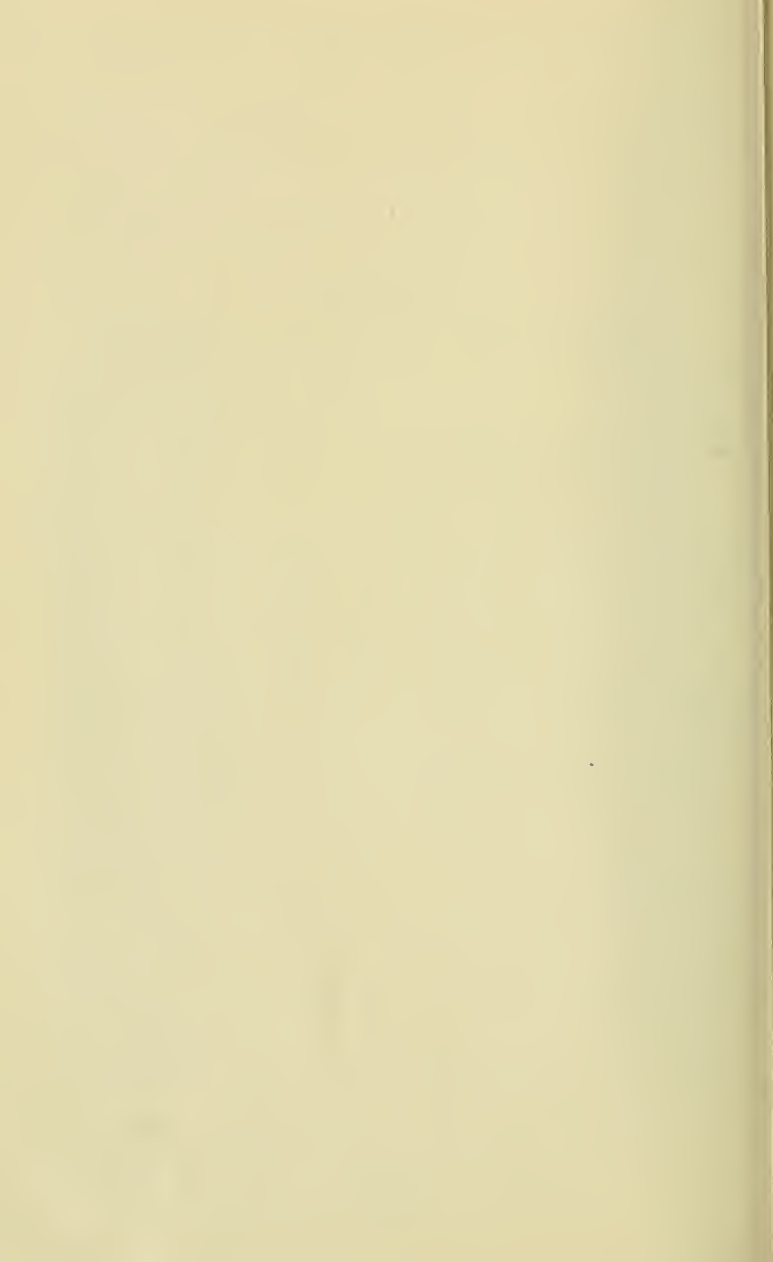
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\$ 69,594.13

## APPENDIX

### PANAMA-PACIFIC INTERNATIONAL EXPOSITION MEMORIAL FELLOWSHIP TRUST BOND HOLDINGS

Bond No.	Name of Bonds	Int. Rate	Maturity	Par Value
6213	Pacific Gas & Elec. Co.....	3½%	6/1/66	1,000.00
586	California Water Service...	4 %	5/1/61	1,000.00
4280	California Water Service...	4 %	5/1/61	1,000.00
1772	So. Pacific-S. F. Terminal...	4 %	4/1/50	1,000.00
2278	So. Pacific-S. F. Terminal...	4 %	4/1/50	1,000.00
7305	City of New York.....	3½%	5/1/54	750.00
111	City of New York.....	3½%	5/1/54	250.00
80701	Central Pacific Rwy. Co....	4 %	8/1/49	1,000.00
7407	No. Indiana Pub. Serv. Co...	3⅛%	8/1/73	1,000.00
7408	No. Indiana Pub. Serv. Co...	3⅛%	8/1/73	1,000.00
L-M3209	Pacific Gas & Elec. Co.....	3 %	6/1/74	1,000.00
L-M3210	Pacific Gas & Elec. Co.....	3 %	6/1/74	1,000.00
L-M3211	Pacific Gas & Elec. Co.....	3 %	6/1/74	1,000.00
L-M3212	Pacific Gas & Elec. Co.....	3 %	6/1/74	1,000.00
L-M3213	Pacific Gas & Elec. Co.....	3 %	6/1/74	1,000.00
				\$15,000.00



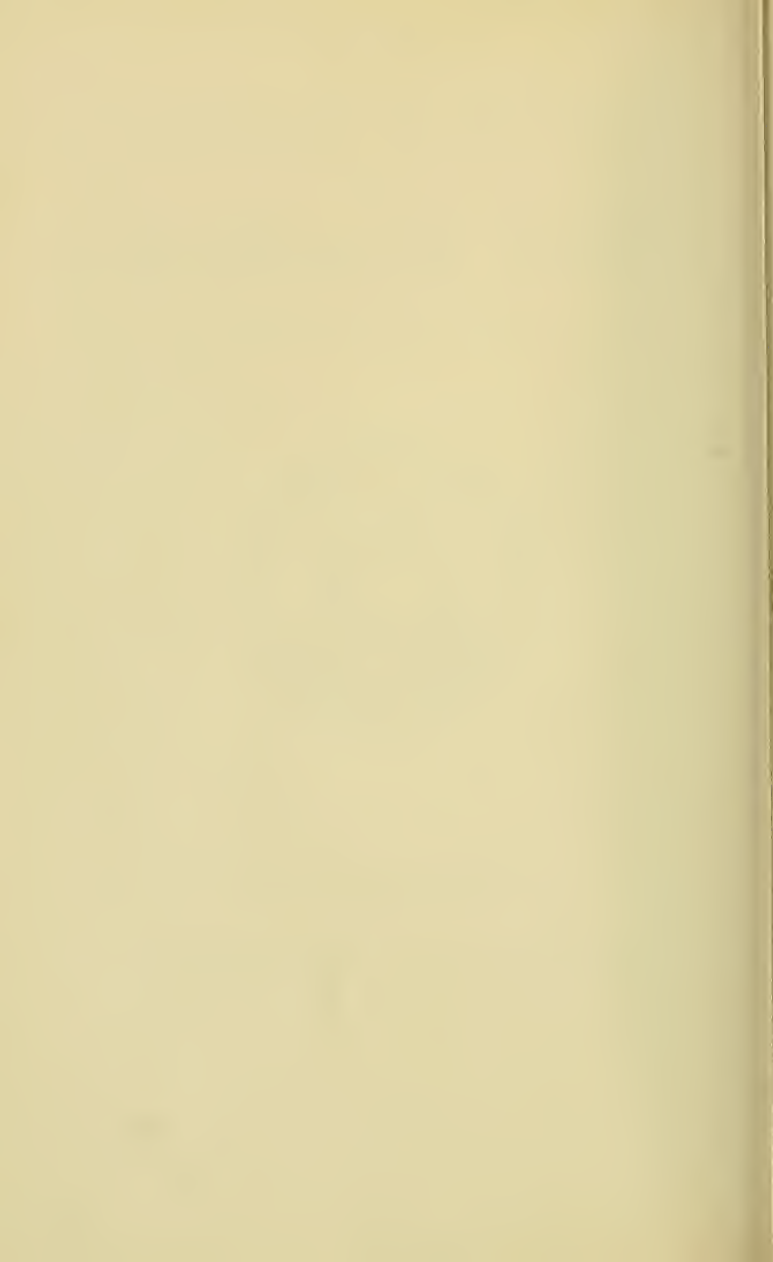


BOARD OF TRUSTEES  
OF THE  
WAR MEMORIAL  
OF SAN FRANCISCO



PRESIDENT'S  
ANNUAL REPORT

1946



# ANNUAL REPORT

OF THE

PRESIDENT OF THE BOARD OF TRUSTEES

OF THE

# WAR MEMORIAL

OF

SAN FRANCISCO

January 9, 1947

663441

# CITY AND COUNTY OF SAN FRANCISCO

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ROGER D. LAPHAM

Mayor

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BOARD OF TRUSTEES  
OF THE  
WAR MEMORIAL OF SAN FRANCISCO

---

GUIDO J. MUSTO, *President*

WALTER A. LEONETTI, *Vice President*

SIDNEY M. EHRMAN

FRANK A. FLYNN\*

ALVIN GERLACK

D. LYLE GHIRARDELLI

WILBER A. HENDERSON

DANIEL S. HEWITT

CHARLES B. KLEUPFER

RICHARD H. NEWHALL

RALPH J. A. STERN

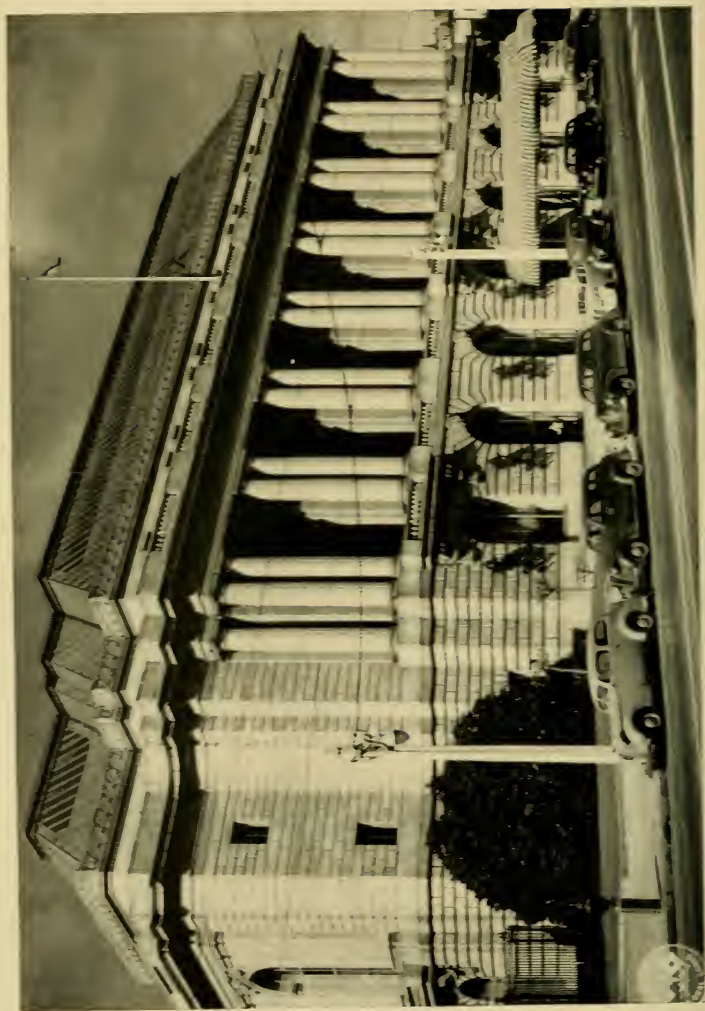
\*Confirmed July 10, 1946 vice E. Lawrence George, resigned

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WAR MEMORIAL STAFF

EDWARD J. SHARKEY, Managing Director

E. LAWRENCE GEORGE, Secretary to the Board



WAR MEMORIAL VETERANS' BUILDING

San Francisco, California  
January 9, 1947

To the Honorable Roger D. Lapham  
Mayor, City and County of San Francisco  
and to the Board of Trustees of the War  
Memorial of San Francisco

Gentlemen:

It may be well for us all to realize that our beautiful and useful War Memorial has been of service to the people of San Francisco for fourteen years.

To you, Honorable Mayor Lapham, I tender my sincere thanks for my reappointment as one of the Board of Trustees and to you my fellow Board Members for your kindness in electing me President of the Board for the year of 1946.

In the past two years, rentals of the Opera House have increased to almost three times the number of rentals during the first six years.

As an aftermath of World War II many new units of Veterans' organizations have been created. This condition resulting in the Veterans' Building now being operated to its utmost capacity practically every night of the month.

Obviously with the increased use of all of the facilities of the War Memorial, it has created many additional operating problems primarily due to the relatively small staff of both management and other employees that are in the employ of the War Memorial Department. Unlike practically every other city department, the Managing Director does not have an immediate assistant which, of course, in view of the fact that his responsibilities are not only for the maintenance and up-keep of the buildings but likewise, he is responsible for bookings and for operation of the Opera House during the presentation of any performances. This, of course, places upon the Managing Director a great deal more burden than that which rightfully should be his.

In an effort to relieve the tremendous amount of work



OPERA HOUSE STAGE



now resting both upon the Managing Director and the Secretary of the Board, it is my recommendation that there be created at least one additional employment; namely, that of General Clerk-Stenographer in the Executive Office of the War Memorial. This at least will tend to relieve our managing staff of some of the detailed work which properly should be carried by others.

We have the good fortune of a competent Managing Director in the personage of Mr. Edward Sharkey. Much praise has been accorded to Mr. Sharkey in many of the reports made by the retiring chairmen in the past six years and one realizes more and more his value by working with him through the years.

Mr. E. Lawrence George has been appointed as Secretary to the Board succeeding Mr. Ira Thompson who resigned the position to accept an appointment in another city department.

Mr. George's work is very satisfactory and there is no question that he will be able to continue the high standards set for the particular duties of the Secretary.

Mr. Daniel O'Sullivan has taken a leave of absence to enter the employ of another city department and his place has been capably filled in temporary employment by Miss Ruth Rieve.

The War Memorial Department has enjoyed a most splendid growth during the past six years and the presentation of theatrical programs, as previously noted, has increased considerably. During the recent Grand Opera season twenty-seven performances of Grand Opera were presented and enjoyed by the people of San Francisco and also many visitors from out of the city.

The War Memorial buildings are now operating in a normal manner after having been the home of the United Nations during their recent Conference in San Francisco. We who are serving on the Board are fully cognizant of our responsibilities as Trustees of this great War Memorial which was erected and dedicated to the memory of



VETERANS' BUILDING AUDITORIUM

those veterans of our city who died while serving with the armed forces of these United States in past wars. The members of the Board have discharged their duties intelligently and with sincerity. At times there has been some differences of opinion but at all times the differences and suggestions have been constructive.

It is my desire at this time, to extend my personal thanks as well as the thanks of the Board of Trustees, to the American Legion War Memorial Commission that have to do with the operation of the Veterans' Building for their most splendid cooperation as well as financial contributions during the past year. It has been a genuine pleasure to have worked with this fine body of veteran representatives.

## THE VETERANS' BUILDING

The first three floors of the Veterans' Building are occupied and used by veteran and patriotic organizations. In the facilities, there is an Auditorium with a seating capacity of eleven hundred. The offices on the first floor of the Veterans' Building are occupied and used by the headquarters of the various veterans' groups and on the second floor, in addition to the meeting halls, there is a Club room and Women's Cocktail Lounge. Located on the second floor parallel to Van Ness Avenue is the beautiful Green Room which is handsomely furnished and used as a library, reading and lounging room.

Over two hundred veteran and patriotic organizations hold their meetings regularly in the Veterans' Building. They include the American Legion, The Disabled American Veterans of the World War, The Veterans of Foreign Wars, The Sons of the American Legion, The Gold Star Mothers, The Daughters of the American Revolution, The Forty & Eight, The Eight and Forty, The Military Order of the Purple Heart and The United Spanish War Veterans and many other well known veteran organizations. During the past year approximately two hundred performances and attractions of various kinds were given



THE GALLERIES — SAN FRANCISCO MUSEUM OF ART  
4th Floor, Veterans Building

in the Auditorium. They consisted of lectures, concerts, dances and other miscellaneous events. The Veterans' Building is now operating all of its facilities to the utmost capacity and it is very evident that an additional building will have to be made available because of the increase of veteran organizations and also because of the increase in their many types of activities. The number of people using the Veterans' Building during the past years has been estimated at over six hundred thousand. This, of course, is pointing to the fact that there is a considerable amount of wear and tear of facilities and of the building which brings about many problems of up-keep and replacement.

#### THE SAN FRANCISCO MUSEUM OF ART

This institution occupies the fourth floor of the Veterans' Building. It is operated as a Museum of the San Francisco Art Association under the Directorship of Dr. Grace L. Morley. It has become one of the most active art museums in this section of the state. Many types of exhibitions were held during the last year. They included paintings, prints, sculpture, photographs and other forms of the allied arts. Many thousands of people availed themselves to the use of the Museum by visiting it during the past year.

There has been provided in the current budget the sum of \$110,000 for the purpose of renovating and making many other additions and needed structural changes in the Art Museum section. This will, of course, make the facilities a great deal more convenient for use by the general public.

The rentals of the Opera House have increased tremendously during the past six years. It is well to note that at the beginning, the Opera House was used approximately only 30 times which was increased over a period of several years to approximately 110 or 120 times a year. The rentals have increased during the past six years to over three hundred presentations. The Opera House is one of the most magnificent of its kind in the world and its stan-





WAR MEMORIAL OPERA HOUSE

dard of maintenance and operation is of the very highest. It is estimated that during the past year there was an aggregate attendance of about five hundred thousand people.

Many of the leading artists of the music world were presented for the enjoyment of the citizens of San Francisco.

The usual splendid season of symphony was given by the Musical Association of San Francisco. The Symphony under the capable conductorship of Pierre Monteux presented its usual unexcelled Symphony.

## PERSONNEL OF THE BOARD

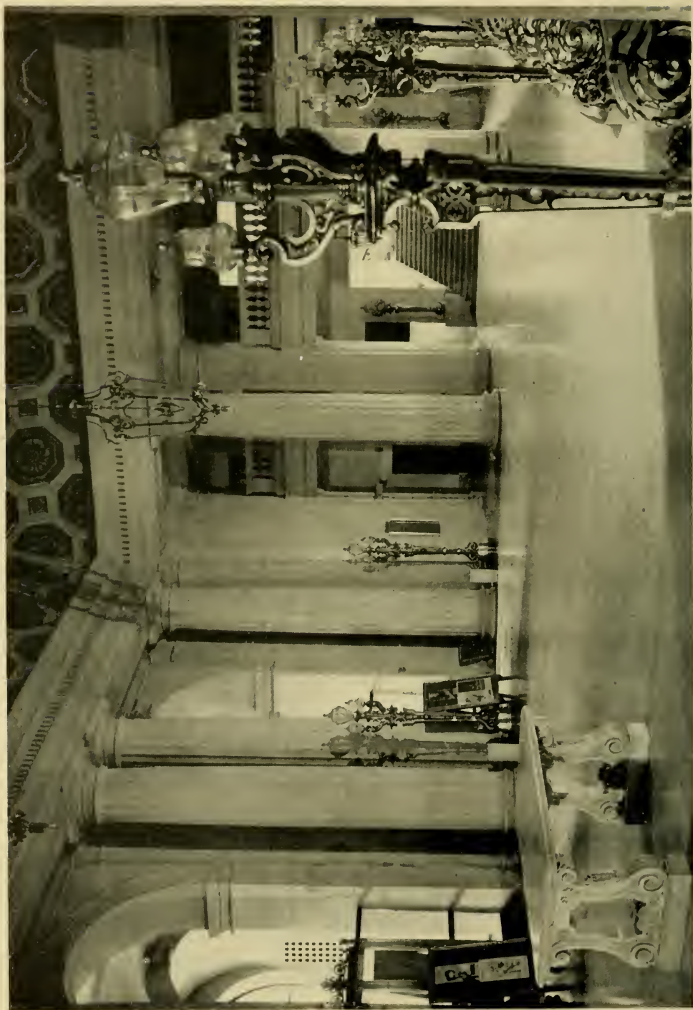
At the end of 1946 the terms of three members of the Board expired. They were Mr. Walter Leonetti, Mr. Alvin Gerlack, and Mr. Frank Flynn. All had carried out their duties during the past years conscientiously and well. Mr. Flynn had served only five months. He had been appointed to an unexpired portion of a term. The retiring members believed that it might be well to afford an opportunity to other veterans to serve on the Board and indicated that this was their wish. It was felt, however, because of the short time served by Mr. Flynn, he should have an opportunity to complete a full term. Because of the above action, two new trustees were appointed. They were as follows: Mr. Ben Baggenstos, Mr. Milton Kletter, and Mr. Flynn.

## OPERA HOUSE BOOKINGS

### DURING THE PAST YEAR

Grand Opera Performances .....	27
Symphony Concerts .....	87
Concerts, Opera Association Concert Division.....	28
Concerts, California Concerts - Larry Allen.....	21
Ballet Performances .....	41
San Carlos Opera Company Performances.....	27
Russian Opera & Ballet Performances.....	6
Miscellaneous, including rehearsals .....	101

The Board of Trustees has recently adopted a policy against the use of the Opera House in the future for convention purposes.



OPERA HOUSE FOYER



It is well that everyone is conversant of the reasons for the adoption of this policy. As most everyone knows, the Opera House was erected under the terms of a trust for certain specific purposes. These purposes are set forth in the trust as being mainly for the presentation of symphony concerts, ballets, operas and other musical and theatrical presentations. Many of the people of San Francisco contributed their own personal funds which go to make up this trust for the purposes set forth and there most certainly is a moral as well as legal responsibility resting upon the War Memorial Board of Trustees to see that the War Memorial is used for the purposes enumerated in the trust as well as to carry out the intent of the people who contributed such large sums of money. It is very obvious that the furnishings and other appointments of the Opera House preclude the practicability of permitting conventions to be held there.

As a matter of fact, it is quite evident, because of the substantial damage that has been caused to the Opera House during recent conventions held there, that one of two things must be done. Either the Opera House shall be used for the purpose for which it was erected or it shall be permitted to be used as a convention hall and would in a short period of time certainly lose its identity as an outstanding and beautiful edifice.

It is a well established fact and one which can be readily ascertained by a visit to auditoriums or halls where conventions are generally held that, of course, there is a tremendous amount of wear and tear upon the building and its furnishings when used for convention purposes.

Marble slabs and tables have been damaged, a great amount of gold leaf work scratched off of the walls and moldings, nails and tacks have been driven into ornamental plaster work, ornamental plaster moldings have been broken and a great amount of other damage has been caused. It is only necessary to point out at this time that it is fully impractical to attempt to operate and maintain the

Opera House in the manner in which the people expect it to be maintained; namely as that of a beautiful Opera House for the presentation of theatrical programs and on the other hand, to permit the use of the Opera House for purposes that generally tend toward the above stated type of damage. It is impossible to repair the damage to the ornamental plaster work in patches. Either the entire surface is done over or the result is a very unsightly view because the effect is of various colorings on the walls where the damage is done.

The adoption of this policy, contrary to statements or opinions of people who are interested in the use of the Opera House for the purposes other than that which the Opera House was erected, obviously will not materially effect the bringing to San Francisco many conventions or visitors. It is well to point out at this time that the Opera House has a relatively small seating capacity as compared to the Civic Auditorium. A check of the past record will show that only a few conventions have used the Opera House during the past years. It is far better that the Opera House be used for the purposes for which it was intended and maintained as a place of beauty and an inspiration than it be used a couple of times a year for convention purposes to the detriment of the building and of the people who desire that it be a show place.

As everyone knows, the Civic Auditorium and its general furnishings are the type of furnishings which are used throughout the United States in convention halls. They are of a type that permit a considerable amount of wear and tear that is prevalent during a convention and are certainly not the luxurious type that is installed and maintained in the Opera House. Moreover, by the utilizing of the adjacent halls of the Civic Auditorium, there would be very little need or use of the War Memorial Opera House or Veterans' Building. We suggest that those interested attempt to establish a program for the utilizing of the

Auditorium and its attendant halls for convention purposes.

Of course, the members of the Board of Trustees, being citizens of the City and County of San Francisco are just as much interested in bringing visitors and conventions to San Francisco as any other individual or group of individuals but their primary responsibility is to carry out the terms of a trust and to assure that the use of the Opera House will in no manner detract from its beautiful appearance or from its luxurious furnishings and this cannot be done if conventions are to use the Opera House, as much as the Board regrets to take this action.

The Veterans' Building is operating to its utmost capacity and many complaints have been made by the tenants of the Veterans' Building because of the use of certain rooms of that building for convention purposes. Because of the compactness of the building and its surroundings, unquestionably conventions do interfere with practical operations of those whose offices are on the first floor as well as on other floors of the building. They are constantly interrupted by strangers who are not acquainted with the building walking in and out of the offices during the day looking for committees and subcommittees. The use of the elevators and other facilities around the building while a convention is being held only adds to the confusion and interferes with the permanent tenants.

The use of the meeting halls is practically out of the question because of the fact that it is impossible to properly clean these rooms and the adjoining surrounding area in order to have them ready for meetings held by veteran organizations during the evening. Most certainly these rooms and the surrounding area should be properly cleaned for the veteran meetings. Irregardless of the different opinions of those that are not charged with the operation of the building, it is very clearly set forth that the use of the Veterans' Building should be by and for the Veterans organizations.

The veterans groups would like to give what assistance they can to bring conventions to the city but as it has been previously pointed out, it certainly does not stop bringing conventions to San Francisco by limiting the use of the War Memorial because the records show that relatively few conventions are held there. There are several halls within the area of the Civic Center that can be used for conventions and other purposes but again it may be more practical as stated before to utilize the full facilities of the Civic Auditorium. The Veterans' Building should not be turned into a convention hall.

Enumerable requests have been made from time to time during the past years by various veterans' groups that the rooms be thrown open for meeting purposes during the day. These requests have become more numerous due to the fact that more veteran and patriotic organizations have come into existence since World War II. These requests have been turned down. Needless to say, the operation of the building in this manner can only be at an additional cost of thousands of dollars a year to the taxpayers and most certainly this could not be considered of any material advantage. The use of the building for other purposes during the day cannot be permitted when the veterans are denied day time use.

The type of furnishings in these meeting halls will not permit the usual hard wear and tear that is the result of convention use and there is no question that the intent of the people should be carried out and that is that the Veterans' Building should be kept and maintained for veteran use. However, it is possible to permit the use of the Auditorium in the Veterans' Building for commercial purposes whenever there is no use of it made by the veteran groups.

#### MAJOR IMPROVEMENTS

Lacquering of floors of the offices of the first floor of Veterans' Building.

Installation of Velour covered ropes for standee control in the Opera House.

Binding of Opera House programs covering all the presentations up to date with provisions for future binding.

Completion of indexing the signature book in Opera House.

Repair of copper coping over stage and roof of Opera House.

Repair of oak benches due to damage caused by United Nations occupancy.

Installation of flood lights in Memorial Court between the two buildings in order to provide adequate lighting for persons passing to and from the Court.

Painting and refinishing South Corridor back stage of Opera House.

Repairing and refinishing of elevator shafts and cars of Veterans' Building and Opera House.

Repainting of Room 223, Veterans' Building.

Scaling and repainting of Opera House skylight.

Repair and reconditioning of all venetian blinds of all the meeting rooms on second floor of Veterans' Building.

Repairing and refinishing certain sections of the Art Museum.

Repair of miscellaneous furniture in Opera House and Veterans' Building.

Recovering of all awnings on both buildings.

Installation of signs above all offices on first floor Veterans' Building.

Overhauling of water tanks of the fire pressure system in both buildings.

## FINANCES

It would be of interest to all to review the record of revenues accrued to the City and County of San Francisco due to the operations of the War Memorial Buildings

during the past years. Following is a table of receipts from 1932 to 1946 inclusive:

1932 - 33	.	.	.	.	.	.	.	.	\$ 24,846.75
1933 - 34	.	.	.	.	.	.	.	.	33,124.59
1934 - 35	.	.	.	.	.	.	.	.	41,689.84
1935 - 36	.	.	.	.	.	.	.	.	38,075.82
1936 - 37	.	.	.	.	.	.	.	.	42,081.30
1937 - 38	.	.	.	.	.	.	.	.	45,804.28
1938 - 39	.	.	.	.	.	.	.	.	40,313.87
1939 - 40	.	.	.	.	.	.	.	.	48,970.10
1940 - 41	.	.	.	.	.	.	.	.	50,862.74
1941 - 42	.	.	.	.	.	.	.	.	45,959.72
1942 - 43	.	.	.	.	.	.	.	.	47,010.07
1943 - 44	.	.	.	.	.	.	.	.	66,348.15
1944 - 45	.	.	.	.	.	.	.	.	97,854.03
1945 - 46	.	.	.	.	.	.	.	.	78,666.54

Respectfully submitted,

GUIDO J. MUSTO  
President

STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS  
FISCAL YEAR 1945-46

REVENUES	Total	Opera House	Veterans' Building	Art Museum
Basic Rentals .....	\$56,455.00	\$56,455.00		
Percent, Above Basic ..	11,133.63	11,133.63		
Rehearsals .....	750.00	750.00		
Office Rentals .....	3,333.34	3,333.34		
Concessions .....	3,649.34	3,649.34		
Vending Machines .....	46.32	28.92	\$ 17.40	
Service Charges .....	2,640.00		2,640.00	
Fixed Charges .....	100.00			\$ 100.00
Miscellaneous .....	558.91		558.91	
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Total Revenues .....	\$78,666.54	\$75,350.23	\$ 3,216.31	\$ 100.00

**EXPENDITURES**

Permanent Salaries .....	\$98,179.98	\$40,173.96	\$47,925.56	\$10,080.46
Overtime .....	6,584.15	5,483.16	1,022.35	78.64
Temporary Salaries ....	5,703.26	3,718.57	1,844.63	140.06
Wages .....	22,015.58	17,145.87	4,869.71	
Contractual Services ....	4,929.00	2,078.81	2,850.19	
Heat, Light & Power....	21,761.87	9,218.86	6,196.14	6,346.87
Material & Supplies ....	5,507.88	3,071.12	1,751.08	685.68
Pub. Lia. Ins. Prem. ....	1,648.00	824.00	724.00	100.00
Services, Other Dept. ..	4,858.86	2,130.10	2,728.76	
Reserve Fund Expend...	15,054.66	2,475.15	12,579.51	
Scavenger Services .....	506.28	253.14	253.14	
Aux. Fire Alarm Ser....	780.00	528.00	252.00	
Equipment .....	266.77	81.38	81.39	104.00
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Total Expenditures.....	\$187,796.29	\$87,182.12	\$83,078.46	\$17,535.71

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\$170,260.58

**Expenditures Exceed**

Revenues .....	\$109,129.75	\$11,831.89	\$79,812.15	\$17,435.71
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# APPENDIX

## PANAMA-PACIFIC INTERNATIONAL EXPOSITION MEMORIAL FELLOWSHIP TRUST BOND HOLDINGS

Bond No.	Name of Bonds	Int. Rate	Maturity	Par Value
1772	So. Pacific - S. F. Terminal..	4 %	4/1/50	1,000.00
2278	So. Pacific - S. F. Terminal..	4 %	4/1/50	1,000.00
7305	City of New York.....	3½%	5/1/54	750.00
111	City of New York.....	3½%	5/1/54	250.00
80701	Central Pacific Rwy. Co.....	4 %	8/1/49	1,000.00
7407	No. Indiana Pub. Serv. Co...	3⅛%	8/1/73	1,000.00
7408	No. Indiana Pub. Serv. Co...	3⅛%	8/1/73	1,000.00
L-M3209	Pacific Gas & Elec. Co.....	3 %	6/1/74	1,000.00
L-M3210	Pacific Gas & Elec. Co.....	3 %	6/1/74	1,000.00
L-M3211	Pacific Gas & Elec. Co.....	3 %	6/1/74	1,000.00
L-M3212	Pacific Gas & Elec. Co.....	3 %	6/1/74	1,000.00
L-M3213	Pacific Gas & Elec. Co.....	3 %	6/1/74	1,000.00
TM26-024	Southwestern Tel. Co.....	2¾%	10/1/85	1,000.00
TM26-025	Southwestern Tel. Co.....	2¾%	10/1/85	1,000.00
TM26-026	Southwestern Tel. Co.....	2¾%	10/1/85	1,000.00
TM26-027	Southwestern Tel. Co.....	2¾%	10/1/85	1,000.00
				<hr/> \$15,000.00











